



UNIVERSITY
OF
JOHANNESBURG

COPYRIGHT AND CITATION CONSIDERATIONS FOR THIS THESIS/ DISSERTATION



- Attribution — You must give appropriate credit, provide a link to the license, and indicate if changes were made. You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use.
- NonCommercial — You may not use the material for commercial purposes.
- ShareAlike — If you remix, transform, or build upon the material, you must distribute your contributions under the same license as the original.

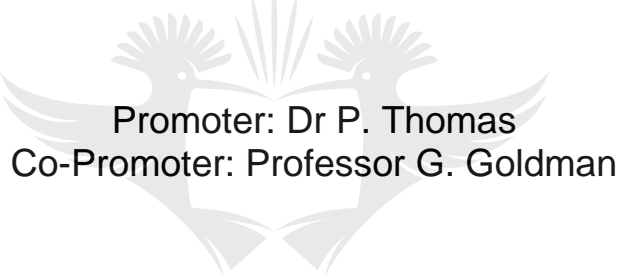
How to cite this thesis

Surname, Initial(s). (2012). Title of the thesis or dissertation (Doctoral Thesis / Master's Dissertation). Johannesburg: University of Johannesburg. Available from:
<http://hdl.handle.net/102000/0002> (Accessed: 22 August 2017).

Organisational Commitment in the Hospitality Sector

By

Thembisile Molose



Promoter: Dr P. Thomas

Co-Promoter: Professor G. Goldman

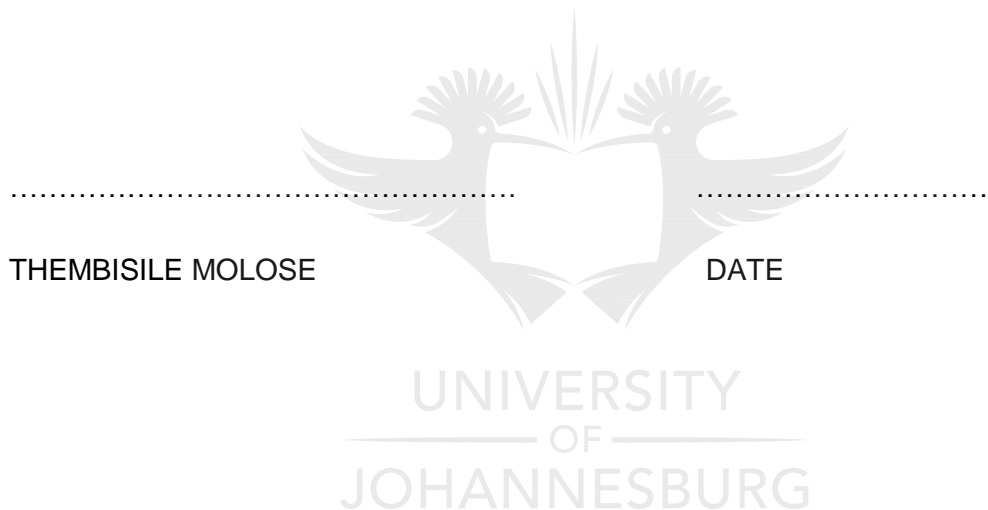
UNIVERSITY
OF
JOHANNESBURG

A thesis submitted to the
Department of Business Management, College of Business and Economics
in fulfilment of the requirements for the
Degree of Doctor of Philosophy

University of Johannesburg
2019

STATEMENT OF ORIGINAL AUTHORSHIP

I, Thembisile Molose, declare that the work contained in this thesis entitled **Organisational Commitment in the Hospitality Sector** is my own work and has not been previously submitted to meet requirements for a PhD degree award at this, or any other higher education institution. To the best of my knowledge, this thesis contains no material previously published or written by another person except those sources that I have used or quoted, and which have been indicated and acknowledged by means of complete references.



THEMBISILE MOLOSE

DATE

ACKNOWLEDGEMENTS

I wish to thank my promoters, Dr Peta Thomas and Professor Geoff Goldman for their guidance and consistent support during both the initial conceptualisation of the research as well as during the years of study. Their encouragement and the professional manner in which they guided me was a constant source of motivation.

Thank you to all respondents who willingly gave up their valuable time to share with me their experiences and thoughts of an often personal and intimate nature. Your contribution to the investigation was invaluable.

Thank you to Dr Richards Devey for assisting a great deal with the statistical analysis and Angie Urban for providing editorial services, in her professional capacity, for this research report. To my family, particularly, Sthembiso and Nomathamsanqa Molose, and Luzuko Fikizolo and dearest friends – thank you for your continuous interest, support, and encouragement through the years.



DEDICATION

Ultimately, I dedicate this thesis to the following dearest family members:

- My wife – Bavuyise, Mabhanya-Molose
- My two sons – Liqhawe-Anda and Buhle-Uviwe Molose
- My mother – Nolusapho Jersey Molose and my late father Wellington Molose
- My grandfathers – Mr Mbambosi Molose and Mr Mncedisi Fikizolo.

Your inspiration, life guidance, and investment in my education are appreciated more than you ever knew.

Thank you.



LIST OF ACRONYMS AND ABBREVIATIONS

Acronym/ Abbreviation	Meaning
AC	Affective commitment
BRICS	Brazil, Russia, India, China and South Africa
CC	Continuance commitment
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sports Education Training Authority
DoL	Department of Labour (SA)
EC	Eastern Cape Province
FET	Further Education and Training
GDP	Gross Domestic Product
GP	Gauteng Province
KZN	KwaZulu Natal Province
HRSC	Human Sciences Research Council
NDT	National Department of Tourism
OB	Organisational behaviour
OC	Organisational commitment
PWC	Price WaterHouse Coopers
RSA	Republic of South Africa
SAT	South African Tourism
SADC	Southern African Development Community
SETA	Sector Education Training Authority
Stats SA	Statistics South Africa
TBCSA	Tourism Business Council of South Africa
THETHA	Tourism, Hospitality and Sports Education & Training Authority
UNWTO	United Nations World Tourism Organisation
JS	Job satisfaction
WEF	World Economic Forum
WTO	World Tourism Organisation
WTTC	World Travel and Tourism Council

DEFINITION OF KEY CONCEPTS

Concept	Definition
Culture	Defined as “the collective programming of the mind which distinguishes the members of one group of people from another” (Hofstede, 1980b:43). According to House, Hanges, Javidan, Dorfman, and Gupta (2004:15), culture may be defined as shared motives, values, beliefs, identities and interpretations or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations.
Collectivism	Viewed as a cultural characteristic that describes the degree to which the demands and interests of the group take precedence over the desires and needs of the individual (Wagner, 1995). Collectivists define themselves as entities that extend beyond the individual to include a group (e.g., family or organisation) bound by social relationships (Triandis, 1995).
Hospitality	Burgess (1982:50) described it as the provision of facilities to sleep, and the supply of beverages, service, and entertainment whereby people eat and relax. Brotherton (1999:168) defined it as “a contemporaneous human exchange, which is voluntarily entered into, and designed to enhance the mutual well-being of the parties concerned through the provision of accommodation, and/or food and/or drink”.
Hospitableness	O'Connor (2005:270) defined hospitableness as a virtue belonging to human nature, in that hospitality actions are performed naturally. It also can be defined as a focus on social, cultural, and natural meaning of hospitality in ensuring the happiness of the guest by making them feel genuinely welcome (Kirillova, Gilmetdinova & Lehto, 2014:24).
Hotel accommodation	A hotel can be defined as an establishment that “provides accommodation to the travelling public with a reception area and offers at least a ‘breakfast room’ or communal eating area” (van der Merwe & Wocke, 2007:2).
Human Resources Management	Bratton and Gold (1999:11) defined HRM as “that part of the management process that specialises in the management of people in work organisations”.
Internal service quality	Internalisation of services views employees within the organisation as internal guests, which suggests that satisfying the needs of internal guests would help organisations achieve business objectives (Sharma, Kong & Kingshott, 2016:773).
Job satisfaction	Locke (1976:1300) defined it as “a pleasant emotional state which is the result of one’s job or work experience”. The concept has been seen broadly as the overall sentiment that someone has for their job which then acts as a good motivation to work well (MacDonald, Kelly & Christen, 2014:3).
Management	A “process of activities that are carried out to enable a business to accomplish its goals by employing human, financial and other resources for that purpose” (Du Toit, Erasmus & Strydom, 2007:129).
Motivation	Vroom (1964:6) defined motivation as “a process governing choice made by persons . . . among alternative forms of voluntary activity”

Concept	Definition
Organisational behaviour	A study of human attitudes and behaviour in organisations which includes a wide range of issues such as, organisational commitment, culture, justice, support, trust, deviant behaviour, diversity, communication, employee silence, business ethics and change management (Demir, 2011:204).
Organisational commitment	Mowday <i>et al.</i> (1979:226) defined OC as “the relative strength of an individual’s identification with and involvement in a particular organisation”. the definition is characterised by three related but complimentary statements, namely: <ul style="list-style-type: none"> a. “A strong belief in and acceptance of the organisation’s goals and values”; b. “A willingness to exert considerable effort on behalf of the organisation”; c. “A strong desire to maintain membership in the organisation”.
Perceived organisational support	Specifies individuals’ “global beliefs concerning the extent to which the organisation values their contributions and cares about their well-being” (Eisenberger, Huntington, Hutchinson & Sowa, 1986:501)
Service culture	Gronroos (1990:244) viewed service culture as “a culture where an appreciation for good service exists, and where giving good service to the internal department and ultimately, the paying external guest is considered a natural way of life and one of the most important norms by everyone”.
Service quality	Defined by Bansal and Taylor (1999:204) as consumer’s judgment about an organisation’s overall excellence or superiority, which is similar to a guest’s general attitude towards the service organisation.
Service excellence	Service excellence is conceptualised as “the provision of excellent service quality through a management system, exceeding a guest’s previous expectations, to result in not only guest satisfaction but also guest delight and guest loyalty” (Gouthier, Giese & Bartl, 2012:448).
Stranger	Defined as “a person who is essentially alien to a particular physical, economic, and social environment and hospitality as a form of social and economic exchange” (Brotherton & Wood, 2008:41).
<i>Ubuntu</i>	Defined as humanness - a pervasive spirit of caring and community, harmony and hospitality, respect and responsiveness that individuals and groups display for one another (Mangaliso, 2001:24).
Tourism	Comprises the activities of persons travelling to and staying in places outside their usual environment, for not more than one consecutive year, for leisure, business and other purposes (UNWTO, 2009: Online).
Work-family conflict	Work-family conflict was first defined in 1985 by Greenhaus and Beutell (1985:77) as “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect”. While Choi and Kim (2012:1213) describe it as “the negative interaction between work and family that appears to an individual taking on too many responsibilities at work and/or at home”.

ABSTRACT

The concept of employee organisational commitment (OC) has emerged recently in hospitality management literature, especially in explaining service quality behaviour as a counterpart of the process of employee behavioural intentions. Employee OC often plays a dominant role as one of the main factors influencing employment relationships in the employee/employer and customer dyad. This fundamental employee/employer relationship and its animating factors are often overlooked in the global hospitality literature. In the context of South Africa, it is not yet conclusive as to which factors mostly influence frontline managers' OC, and the interface between frontline employees and the customer, and these factors' influence on workplace commitment and performance behaviour. Drawing on the literature, this study strived to explore the spectrum of frontline managers' commitment by explicitly examining five broad factors influencing both, frontline managers' commitment to, and service quality performance in a hospitality organisation, and integrating the identified factors (human resources management practices, supervisor support, job satisfaction, and internal service quality) into a comprehensive research model. The central research question of this study was "How can the influence of HRM practices, *Ubuntu* style of management, and individual factors contribute to frontline managers' OC in order to improve and promote service quality culture, thereby extending the national tourism service excellence strategic framework in the context of South African tourist hotel accommodation sub-sector?"

The literature review reveals an extensive body of work that addresses OC in general, but with little emphasis on the South African hospitality sector. Moreover, evidence of the impact of OC on service quality and its link with *Ubuntu* values and internal service quality in the hospitality sector is limited. The literature review indicated that researchers have invested much effort in looking at the OC perspective externally, but have overlooked the impact of such effort on the internal customer. Thus, a great deal depends, not only upon the quality of the relationship between the employee and the supervisor, but also upon the impact that this has on the internal customer (value serving departments).

Theoretical foundations drawn from the economics, organisational behaviour, and mainstream management encompassing need satisfaction, motivational theories, behavioural intentions and cultural dimensions' frameworks, helped with the design of

the basic research framework used in the quantitative research stage of this study. In order to explore the issue that this study addresses, a multidisciplinary approach was adopted towards exploring the role of monetary and non-monetary work environment characteristics including the influence of *Ubuntu* in determining frontline managers' OC in the South African hotel accommodation sector. Method triangulation was used to collect primary data from frontline managers first to establish the extent to which Ubuntu values and internal service quality influence their OC and service quality performance. Moreover, the study tries to gain additional insights into the phenomena of *Ubuntu* and the commitment building process, through exploratory interviews. Data was also collected from academics to explore their perception of Ubuntu influence on OC. Additionally, a new multidimensional scale of the *Ubuntu* concept was developed and validated by a process of consensus building using the Delphi method. These interviews added rich insights into this study and further verified the development of knowledge in the area of *Ubuntu* and the commitment building process of the employee/employer relationship. The qualitative findings supported most of the conceptual links in the study's research model and lent support to most of the hypothesised relationships in the complementary research model.

The primary data for the quantitative stage were collected from a sample of frontline managers for empirical verification of the proposed research models using Exploratory Factor Analysis and Structural Equation Modelling. The proposed complementary model with minor modifications fitted better with the data and explained 75 per cent of the total variance of the frontline managers' OC. Further analysis showed that 12 of 18 hypotheses were supported by empirical results including five direct paths as antecedents of frontline managers' OC, and OC and internal service quality as antecedents of frontline managers' service quality performance. The mediating role of *Ubuntu*, facilitated by managers' compassion and collectivism in the model was also supported. In conclusion, the combined findings of this programme of research extend not only to the national tourism service excellence framework, but also to the application of the underpinned theories and their tenets in explaining supervisor/employee supportive atmosphere, and commitment relationship, thus contributing to the body of knowledge.

Keywords: Accommodation sector, cultural-dimensions, frontline-managers, human resources management practices, internal service quality, organisational commitment, service quality, supervisor support, structural equation modelling, *Ubuntu* values

TABLE OF CONTENTS

STATEMENT OF ORIGINAL AUTHORSHIP	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
LIST OF ACRONYMS AND ABBREVIATIONS	v
DEFINITION OF KEY CONCEPTS	vi
ABSTRACT	viii
TABLE OF CONTENTS	x
LIST OF TABLES	xvii
LIST OF FIGURES	xviii
LIST OF APPENDICES	xix
Chapter ONE	1
General Orientation and Contextualisation of the Research Problem, Aims, and Objectives	1
1.1 INTRODUCTION	1
1.2 THE RESEARCH CONTEXT	4
1.2.1 An overview of global tourism.....	5
1.2.1.1 International tourism arrivals 1950 to 2015	5
1.2.2 Regional tourism growth trends.....	7
1.2.3 The South African Tourism (SAT) context	8
1.2.3.1. The historical development and promotion of tourism in South Africa	9
1.2.3.2 International tourist arrivals in South Africa	10
1.2.3.3 Employment contribution in the South African tourism industry	12
1.2.4 Macro environmental factors impacting on global tourism	13
1.3 THE GLOBAL HOSPITALITY CONTEXT: AN ECONOMIC PERSPECTIVE	14
1.3.1 The regional hospitality context	15
1.3.2 The South African hospitality context	16
1.3.3 Employment contribution of the South African hospitality sector.....	17
1.4 BACKGROUND AND SETTING OF THE RESEARCH ISSUE	19
1.4.1 An overview of the national tourism service excellence strategy	20
1.5 THE THEORETICAL DEVELOPMENT OF OC.....	25
1.5.1 The literature search	25
1.5.1.1 The early development of OC	27
1.5.2 The OC relationship studies: A review of mainstream literature.....	27
1.5.3 The OC relationship studies in the hospitality sector	29
1.5.4 <i>Ubuntu</i> and service quality behaviour.....	30
1.6 RESEARCH OBJECTIVE	31
1.6.1 Importance of the research issue/problem.....	33
1.7 RESEARCH QUESTION	34

1.7.1	The secondary research questions.....	34
	Source: Researcher's won compilation (2017)	35
1.7.2	Research methods	35
1.7.2.1	Phase 1: Theoretical study	35
1.7.2.2	Phase 2: Empirical study	36
1.8	THEORETICAL BASES AND THE ORGANISING THEORETICAL FRAMEWORK....	38
1.9	THE STUDY'S RESEARCH CONTRIBUTIONS	39
1.9.1	Conclusion	41
1.9.2	Thesis outline	42
Chapter TWO		44
Theoretical and Dimensional Perspectives of OC: A Review of the Mainstream Literature		44
2.1	INTRODUCTION	44
2.2	CONCEPTUALISING OC	45
2.2.1	Limitations of OC research	45
2.2.1.1	The economist conceptualisation	48
2.2.1.2	The OB conceptualisation	50
2.2.2	Bringing together the economics and OB research	52
2.3	THEORETICAL MODELS OF OC IN THE ECONOMICS AND OB DISCIPLINES	53
2.3.1	The role-sense model of OC	53
2.4	THE MULTI-DIMENSIONAL PERSPECTIVE OF OC	54
2.4.1	The tri-component model of OC	55
2.4.2	The commitment dilemma	57
2.5	THE MULTIPLE COMMITMENTS FRAMEWORK	57
2.5.1	Analysis of commitment profiles versus dual commitment	59
2.5.2	The OC perspective chosen for this study	61
2.6	THE ORGANISING THEORETICAL FRAMEWORK FOR THIS STUDY	62
2.6.1	Theories of need-satisfaction and work motivation	63
2.6.1.1	Work motivation theories as explanation of employee behaviour	64
2.6.1.2	McGregor's motivational Theory X and theory Y described	66
2.6.2	Fishbein-Ajzen Behavioural Intentions framework	67
2.6.2.1	Employee commitment as an explanation of behaviour	69
2.6.3	National cultures and culture differences in organisations	71
2.6.3.1	A review of Hofstede's cultural dimensions framework	71
2.6.3.2	The global leadership and organisational behavioural effectiveness (GLOBE) framework	73
2.6.3.3	Regional clustering of societal cultures versus cultural-implicit leadership	75
2.6.4	Culture and leadership versus culturally endorsed leadership styles	78
2.7	OVERVIEW OF EMPIRICAL RESEARCH ON COMMITMENT RELATIONSHIP	82
2.7.1	Employee commitment to multiple referents	83
2.7.2	The relativity of culture differences in commitment	85
2.7.3	The consequence of employee multiple commitments	87

2.8	CONCLUSION.....	89
Chapter THREE		91
The Contextual Variables and Influence of <i>Ubuntu</i> Style of Management on Frontline Managers' OC and Service Quality Behaviour		91
3.1	INTRODUCTION	91
3.1.1	Aims.....	92
3.1.2	A review of fundamental hospitality management and service literature.....	92
3.1.3	The role and importance of frontline managers in service quality delivery	93
3.2	THE CHARACTERISTICS OF HOSPITALITY: A SERVICE QUALITY CONTEXT CONSIDERATION	95
3.2.1	Defining service quality	97
3.2.1.1	Service quality challenges in the hospitality sector	98
3.2.1.2	Causes of inconsistent (poor) service quality: Consequences for frontline managers ..	99
3.2.1.3	The service quality gap model.....	100
3.2.1.4	An overview of internal service quality or value chain.....	102
3.3	THE IMPACT OF SERVICE QUALITY ON THE SUSTAINABILITY OF SOUTH AFRICAN TOURISM.....	104
3.3.1	The value of the national tourism sector's strategic goals.....	106
3.3.1.1	A critical review of the NTSES	108
3.4	A REVIEW OF EMPLOYEE OC. TRACING THE DEVELOPMENTAL TRENDS IN THE HOSPITALITY DISCIPLINE	110
3.4.1	Operationalisation of frontline managers OC for the study	112
3.4.1.1	Common predictors of employee OC in the hospitality sector	112
3.5	THE INFLUENCE OF CULTURE AND WORK ORIENTATION ON EMPLOYEE OC	116
3.5.1	An overview of African culture	117
3.5.2	African management philosophy and the place of African culture.....	119
3.5.2.1	A review of dominant management styles in South Africa	122
3.6	UBUNTU PHILOSOPHY: CONCEPTIONS, LIMITATIONS AND PROMISES.....	124
3.6.1	Definition of <i>Ubuntu</i>	124
3.6.1.1	The conceptions, presuppositions and limitations of <i>Ubuntu</i>	126
3.6.2	<i>Ubuntu</i> as a language	129
3.6.3	<i>Ubuntu</i> as African humanness	131
3.6.4	The collective fingers theory of <i>Ubuntu</i>	133
3.6.5	An overview of <i>Batho Pele</i> principles and relationship with service	136
3.6.6	The power mechanism of <i>Ubuntu</i> : premise and promises	137
3.7	A REVIEW OF EMPIRICAL STUDIES ON OC: THE CONTEXTUAL VARIABLES OF FRONTLINE MANAGERS IN SERVICES.....	141
3.7.1	The relationship between OC and HRM practices	141
3.7.1.1	The relationship between POS and frontline managers' OC	143
3.7.1.2	The relationship between WFC and POS	146
3.7.2	Frontline manager JS and OC.....	147
3.7.3	<i>Ubuntu</i> values, internal service quality and relationship with OC.....	148

3.7.3.1 Relationship between internal service quality and service performance, and OC and service quality performance	151
3.7.4 An overview of research hypothesised relationships for the proposed complementary research model	152
3.8 CONCLUSION.....	155
Chapter FOUR	156
The Research Methodology	156
4.1 CHAPTER OVERVIEW	156
4.2 THE RESEARCH APPROACH.....	156
4.2.1 Theoretical underpinning of a research approach/paradigm	157
4.2.2 The research perspective adopted in this study.....	161
4.3 METHODOLOGY	168
4.3.1 Stage 1: Qualitative interviews	169
4.3.2 Stage 2: Delphi method.....	170
4.3.3 Stage 3: Quantitative surveys.....	172
4.3.3.1 The value of triangulation	173
4.3.3.2 Triangulation	173
4.4 Geographic research focus.....	176
4.4.1 South African hotels considered for inclusion	176
4.5 STAGE 1: QUALITATIVE INTERVIEWS	178
4.5.1 Participant types.....	178
4.5.2 Qualitative ethical considerations	181
4.5.3 Interview guide	182
4.5.3.1 Conducting the interviews	183
4.5.4 Data analysis	186
4.5.5 Trustworthiness.....	192
4.6 STAGE 2: DELPHI METHOD	194
4.6.2 Sampled participants.....	195
4.6.1.1 Procedure, data analysis, strengths and support.....	195
4.6.2 Trustworthiness.....	198
4.7 STAGE 3: QUANTITATIVE SURVEYS.....	199
4.7.1 Argument for exclusion of one- and two-star hotels.....	202
4.7.2 Ethical considerations	203
4.7.3 Survey items	204
4.7.4 Content validity assessment.....	205
4.7.5 Survey administration.....	208
4.7.6 Data analysis techniques	208
4.7.6.1 Exploratory factor analysis	209
4.7.6.2 Exploratory Structural Equation Modelling (ESEM)	211
4.8 VALIDITY AND RELIABILITY	213
4.8.1 Validity	213

4.8.1.1 Face validity	214
4.8.1.2 Criterion validity	214
4.8.1.3 Construct validity	215
4.8.2 Reliability	216
4.9 CONCLUSION	217
Chapter FIVE	219
Interpretation of Qualitative Findings: Exploring the OC and <i>Ubuntu</i>	
Dimensional Relationships	219
5.1 INTRODUCTION	219
5.1.1 The demographic profiles of the participants	220
5.1.2 The nature of participants interviewed	222
5.2 STAGE 1 FINDINGS: QUALITATIVE INTERVIEWS	224
5.2.1 The OC issue	224
5.2.2 Participant's perceptions of the OC dimensions	225
5.2.2.1 Participants' affective dependency state of OC	225
5.2.2.2 Participants' normative view of OC	226
5.2.3 Most influential factors of participants' commitment building process	229
5.2.3.1 HRM 1: Non-financial work characteristics	229
5.2.3.2 HRM 2: Financial work characteristics	242
5.2.3.3 Participant's opinion/understanding of the Ubuntu concept	245
5.2.3.4 Consequences of Ubuntu practicing organisations on employee OC and service quality behaviour	247
5.3 STAGE 2 FINDINGS: DELPHI RESEARCH	248
5.3.1 Profiles and nature of participants	249
5.3.2 Group consensus: The strengths of support (consensus)	251
5.3.3 The interpretation and discussion of Delphi findings	252
5.4 CONCLUSION	252
Chapter SIX	254
Interpretation of Quantitative Results: Testing the Proposed Research Model of OC	254
6.1 STAGE 3 RESULTS: QUANTITATIVE SURVEYS	254
6.2 PART I: PRELIMINARY TEST OF THE MEASUREMENT MODEL	254
6.2.1 Sample demographic and data screening	255
6.2.1.1 Gender	255
6.2.1.2 Age	257
6.2.1.3 Education	257
6.2.1.4 Ethnicity	258
6.2.1.5 Marital status	258
6.2.1.6 Hotel star grading	258
6.2.1.7 Job profile and department	259
6.2.2 Examination of data entry and missing data	260
6.2.3 The descriptive statistical results of frontline managers' OC	261
6.2.3.1 The dimensions of OC	262
6.2.3.2 HRM practices as predictor (antecedents) of frontline managers' OC	263

6.2.3.3	Work to family conflict role interface.....	264
6.2.3.4	The perceived organisational/supervisor support (PSS).....	264
6.2.3.5	Job satisfaction.....	265
6.2.3.6	Ubuntu dimensions.....	265
6.2.3.7	Internal service and service quality performance.....	267
6.2.4	Factor analysis for the OC of frontline managers.....	268
6.2.4.1	Respondents' level of OC dimensions.....	268
6.2.5	Factor analysis for the independent variables.....	269
6.2.5.1	Respondents' perceptions of HRM practices.....	269
6.2.5.2	Respondents' perceptions of work-to-family conflict.....	270
6.2.5.3	Respondents' perceptions of supervisor-support.....	270
6.2.5.4	Respondents' perceptions of job satisfaction.....	271
6.2.5.5	Respondents' perception of Ubuntu values.....	271
6.2.5.6	Respondents' perception of internal service quality.....	272
6.2.6	Reliability and validity of this study's measures.....	272
6.2.7	Summary of part one.....	274
6.3	PART II: ANTECEDENT VARIABLES AND CONSEQUENCES OF OC IN SEM.....	275
6.3.1	Testing assumption of this study's model in SEM.....	275
6.3.1.1	Normality.....	277
6.3.1.2	Linearity.....	277
6.3.1.3	Homoscedasticity.....	278
6.3.1.4	Multicollinearity.....	278
6.3.2	The antecedents (predictors) of frontline manager OC.....	279
6.3.3	Validation of the hypothesised model of the predictors of OC.....	281
6.3.3.1	The measurement of HRM practices on POS/PSS.....	282
6.3.3.2	The measurement of POS/PSS on frontline managers' OC.....	283
6.3.3.3	The measurement of JS on frontline managers OC.....	284
6.3.3.4	The measurement of Ubuntu values on frontline managers' OC.....	285
6.3.3.5	The measurement of Ubuntu on ISQ.....	287
6.3.4	The measurement of the consequence of OC and ISQ on SQP.....	287
6.3.5	The measurement of OC on ISQ and consequence of ISQ on SQP.....	288
6.3.6	Model specification.....	288
6.3.6.1	Model estimation and evaluation.....	289
6.3.6.2	Model estimation and Goodness-of-Fit.....	289
6.3.6.3	Parameters of estimates: Structural equations and test statistics.....	290
6.3.6.4	Statistical test of the hypothesised model of OC.....	292
6.4	CONCLUSION.....	295
	Chapter SEVEN	298
	Thesis Summary, Conclusions, and Recommendations	298
7.1	INTRODUCTION.....	298
7.1.1	Summary of the thesis.....	298
7.1.1.1	Chapter 1.....	298
7.1.1.2	Chapter 2.....	299
7.1.1.3	Chapter 3.....	299
7.1.1.4	Chapter 4.....	300

7.1.1.5 Chapter 5.....	300
7.1.1.6 Chapter 6.....	301
7.2 THE CONCLUSIONS RELATING TO THE RESEARCH QUESTIONS.....	301
7.2.1 Research question 1	302
7.2.2 Research question 2	302
7.2.3 Research question 3	303
7.2.4 Research questions 4 and 5	304
7.2.5 Research question 6	304
7.2.6 Research question 7	305
7.2.7 Research question 8	306
7.2.8 Research question 9	306
7.3 CONTRIBUTION OF THE STUDY	308
7.3.1 Theoretical and practical contributions.....	308
7.3.2 Methodological contributions	310
7.4 MANAGERIAL AND PRACTICAL IMPLICATIONS	311
7.5 LIMITATIONS	314
7.6 AVENUES FOR FUTURE RESEARCH	315
7.7 CONCLUSION.....	316
REFERENCES	317



LIST OF TABLES

Table 1.1: GDP and employment in global business and leisure tourism: 2000 - 2015	6
Table 1.2: Foreign arrivals to South Africa by year of travel: 2000 to 2015	11
Table 1.3: Key roles of partners for implementing the NTSES	20
Table 1.4: Employee JS and OC relation with employee retention.....	28
Table 1.5: Secondary research questions	35
Table 2.1: The conceptual differences and discrepancies of OC (1960-2010)	46
Table 2.2: Dimensions of the OC concept.....	48
Table 2.3: Calculative commitment (CC) based on side-bets theory	49
Table 2.4: OB conceptualisation of OC	51
Table 2.5: The commitment frameworks	60
Table 2.6: Difference between Theory X and Theory Y	66
Table 2.7: Descriptions of the core Globe study's cultural dimensions.....	74
Table 2.8: Summary of culturally endorsed leadership styles	79
Table 2.9: Scores of South African middle managers as leaders	80
Table 3.1: The unique characteristics of hospitality	96
Table 3.2: Rationale and basis of OC in the hospitality discipline	111
Table 3.3: OC relationship: development and trends	113
Table 3.4: Management styles in South Africa	123
Table 3.5: The notion of <i>Ubuntu</i> and what <i>Ubuntu</i> is not	126
Table 3.6: Descriptions of <i>Ubuntu</i> in sub-Saharan African languages	130
Table 3.7: The role of HRM practices in frontline managers' OC and service quality	142
Table 4.1: The four theoretical elements defining a research tradition	158
Table 4.2: Competing philosophical traditions/paradigms	160
Table 4.3: The characteristics of targeted population of hotel groups	178
Table 4.4: Cities with hotels for frontline manager interviews.....	180
Table 4.5: Cities with universities for hospitality academic interviews	180
Table 4.6: Total hotels invited and agreed to participate	200
Table 4.7: Model main concepts and sources of item measures.....	206
Table 4.8: Reliability statistics of measurement scales (N=212)	217
Table 5.1: Profiles of the academic participants	221
Table 5.2: Profiles of the frontline manager participant	222
Table 5.3: Demographics of participants	223
Table 5.4: Profiles and nature of Delphi participants	249
Table 6.1: Reason for excluding HRM items and retention dimension	270
Table 6.2: Reason for excluding family conflict role items.....	270
Table 6.3: Reasons for excluding <i>Ubuntu</i> items: respect and dignity and survival ..	272
Table 6.4: Reliability analysis: Cronbach's alpha	273
Table 6.5: The standardised solution and R-Square	291
Table 6.6: Structural equation of OC and its antecedents	294
Table 6.7: Structural equation of the consequence of OC to ISQ and SQP	295

LIST OF FIGURES

Figure 1.1: A visual map of activities undertaken in Chapter 1	3
Figure 1.2: Regional contribution to global tourism	8
Figure 1.3: Tourist arrivals in South Africa between 1966 and 2006	9
Figure 1.4: Employment in the tourism CATHSSETA scope	12
Figure 1.5: Employment in the South African hospitality	18
Figure 1.6: The proposed theoretical framework	24
Figure 1.7: The hierarchy of literature reviewed in this study	26
Figure 1.8: The study's theoretical and conceptual framework for the research method	32
Figure 2.1: Role-sense model of OC process.....	54
Figure 2.2: The tri-component model of OC	56
Figure 2.3: The three-component model of OC	58
Figure 2.4: Culture clusters in the Globe study.....	76
Figure 2.5: Theoretical research model for this study.....	88
Figure 3.1: Service quality gap model	101
Figure 3.2: The influence of internal service quality on service value-chain.....	103
Figure 3.3: The collective fingers theory of <i>Ubuntu</i>	134
Figure 3.4: The fourfold model of <i>Ubuntu's</i> collective values	135
Figure 3.5: The proposed complementary research model 2	153
Figure 4.1: Overview of research processes and stages of data collections	168
Figure 4.2: South African geographic map indicating provinces where research participants were included.....	176
Figure 4.3: The flow chart of rigorous data analysis process.....	191
Figure 5.1: Participants' opinion of <i>Ubuntu</i>	246
Figure 6.1: Gender distribution	256
Figure 6.2: Hotel star-grading.....	259
Figure 6.3: Respondent's job profile	259
Figure 6.4: Original proposed model	280
Figure 6.5: The revised model of the antecedents and consequences of OC based on (SEM results).....	280
Figure 6.6: Initial hypothesis model of frontline managers' OC validity testing	282
Figure 6.7: EQS-6 Goodness-of-Fit statistics for the hypothesised model of OC structure	290
Figure 6.8: Results of structural (PATH) model	290

LIST OF APPENDICES

Appendix A: Causality model of OC	353
Appendix B: Summary of empirical research commenting on the OC relationship#	354
Appendix C: Hofstede's four cultural dimensions	356
Appendix D: Causes of poor service quality: a global hospitality sector context	357
Appendix E: The eight Batho Pele (people first) principles.....	359
Appendix F: Survey questionnaire instrument	360
Appendix G: Letter of invitation to participate in the study.....	376
Appendix H: Access letter and consent form.....	379
Appendix I: Example of interview schedule	382
Appendix J: Delphi consensus feedback results	392
Appendix K: Example of email correspondence with Delphi participants	396
Appendix L: Summary of EFA	399
Appendix M: Summary of interview transcriptions loaded onto Atlas ti	406
Appendix N: Results of Delphi study round 1 (average scores)	431
Appendix O: Result of Delphi study round 2 (average scores)	433
Appendix P: Results of Delphi study round 3 (average scores).....	435
Appendix Q: Frequency distribution - demographic profiles	437
Appendix R: Descriptive statistics, scale measures, mean, standard deviation (SD)	440
Appendix S: Example of Histogram showing normal distribution.....	447
Appendix T: Examples of normal probability (stem & leaf) plots for the study variables	451
Appendix U: EQS selected parameter estimates for a hypothesised model	455

Chapter ONE

General Orientation and Contextualisation of the Research Problem, Aims, and Objectives

1.1 INTRODUCTION

The broad theme of this thesis is concerned with exploring the relationship between organisational commitment (OC), specific organisational and individual variables such as *Ubuntu*, and their relationship within service organisations. This research focuses on the behaviour of these variables in the hospitality sector of tourism, and is designed to identify both financial and non-financial factors that best influence the state of first-line¹ managers OC in the South African tourist hotel accommodation sub-sector. It also considers the behavioural relationship with specific organisational factors on employee work performance and ultimately, organisational outcomes. Beyond, a variable approach to OC studies, it is suggested that a complementary organisational approach, embedded with the positive elements (principles) of *Ubuntu* (compassion, group solidarity, hospitality, and respect for team members) should be explored, especially in the context of tourist hotel accommodation.

Today's organisational reality, characterised by economic and competitive uncertainties, has led the hospitality organisations, tourist hotel accommodation in particular, to change its staff policies and structures in order to meet market needs and face tourists' expectations of quality service delivery (Meliou & Maroudas, 2011:219). Therefore, it cannot be disregarded that in the hospitality sector much depends on human capital so examining the perceptions of frontline employees is increasingly important in assuring optimised organisational work performance. In the context of this research, frontline employees are those employees and managers who have direct contact on a regular basis with guests². Evidence within the literature (Kandampully & Suhartanto, 2000:347; Browning, 2006:1321; Ramsaran-Fowder, 2007:23; Ekiz, 2009:540; Dawson & Abbott, 2011:290; Bharwani & Butt, 2012:150; Tang & Tsaur, 2016:2331) confirms that frontline managers via frontline employees carry the

¹ 'First-line' managers (that is., the supervisors, assistant managers and managers in the lower hierarchy of the hotel) are referred to as 'frontline' managers throughout this thesis.

² Guest/s used interchangeably with customer/s throughout this thesis.

responsibility of projecting their organisation's image and creating a satisfying guest service experience.

There is limited attention given in the existing literature on the OC of frontline managers, especially in South African hospitality. Since frontline employees act as representatives of service organisations to the external guest, frontline managers are the link between top management goals and guest contact employees' work performance. This is argued on the basis that employees who perceive a friendly and supportive relationship with supervisors (frontline managers) demonstrate a strong and positive commitment to the organisation (Little & Dean, 2006:463; He, Li & Lai, 2011:597; Karatepe & Olugbade, 2016:2350). Therefore, frontline managers' commitment to frontline employees serves as a psychological bond that encourages them to act in ways that are consistent with organisational and guest interests which may be seen more as perceived organisational support (POS) by employees (Cho, Johanson & Guchait, 2009:377; Chan & Jepsen, 2011:156; Garg & Dhar, 2014:66; Dhar, 2015:424). Several researchers (Chan & Jepsen, 2011:166; Ubeda-García, Cortés, Lajara & Sáez, 2014:108; Karatepe & Olugbade, 2016:2351; Li, Kim & Zhao, 2017:194) complemented the above arguments by stating that managers, who lead or behave in a way that contradicts the expectations of frontline employees can limit the positive influence they as managers can have on frontline employee's interaction with guests. These issues are addressed in this thesis.

OC is both theoretically and practically a noteworthy construct for service organisations because it is known to benefit the organisation in many ways (Browning, 2006:1324). OC is characterised by: (a) "a strong belief in and acceptance of the organisation's goals and values; (b) a willingness to exert considerable effort on behalf of the organisation; and (c) a strong desire to maintain membership in the organisation" (Mowday, Porter & Steers, 1982:27). Prior to contextualising the research problem associated with the concept of employee OC, a visual map of the entire chapter followed by the goals of this chapter is provided (Figure 1.1).

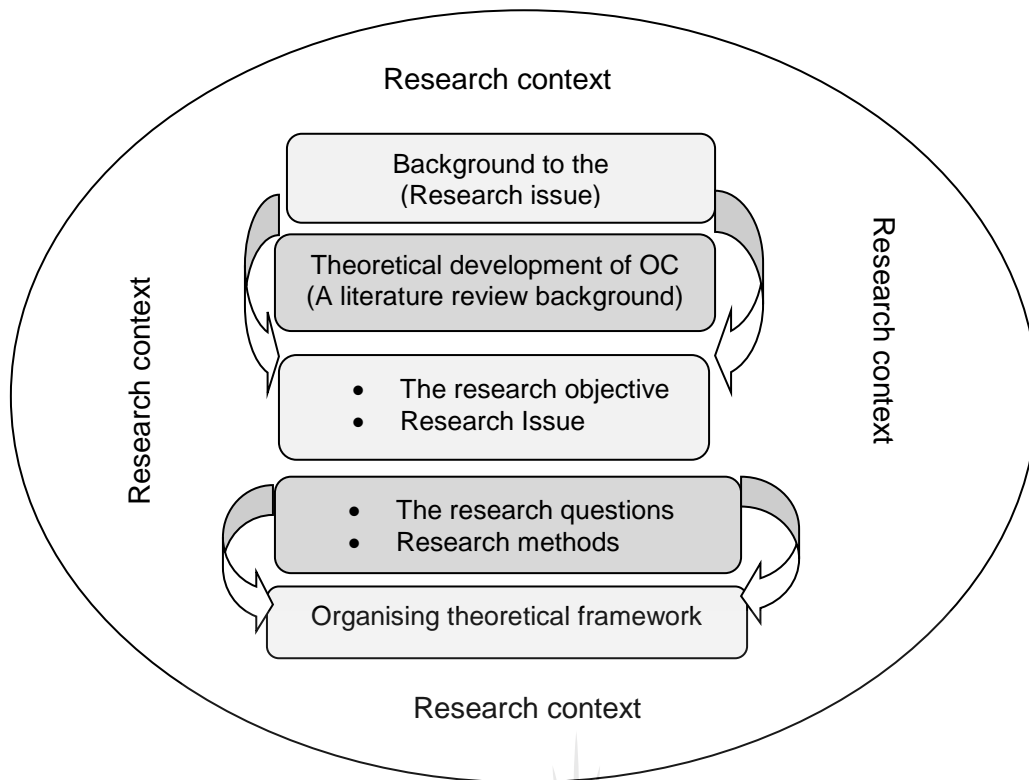


Figure 1.1: A visual map of activities undertaken in Chapter 1

Source: Researcher's own compilation (2017)

The goals of this chapter, as highlighted in Figure 1.1, are to:

- Describe the research context in terms of global, regional, and South African tourism (see sections 1.2.1 to 1.2.4);
- Present a global, regional and South African hospitality context (see sections 1.3.1 to 1.3.3);
- Describe the literature background and setting of the research issue (see section 1.4.1);
- Provide some theoretical background (see sections 1.5 to 1.5.4);
- Specify the research objective and problem statement (see section 1.6 to 1.6.1), research questions (see sections 1.7 to 1.7.1), followed by the research methods (see section 1.7.2); and
- Briefly discuss the theoretical bases, research contribution, chapter conclusion, and thesis outline (see sections 1.8 to 1.9.2).

The section that follows describes the study context by providing both an overview of tourism and hospitality from a global, regional and a South African context before specifying the research issue.

1.2 THE RESEARCH CONTEXT

This post-positivist study is concerned with examining the relationship between specific organisational and individual variables in tourist hotel accommodation organisations within the hospitality sector. A post-positivist study justifies an epistemological and ontological position for combining both qualitative and quantitative methods (described in section 4.2.2) and ideas that helped to best frame, address, and provide tentative answers to the research question introduced in section 1.7.

The fortunes of hospitality are closely bound with the development of the global tourism industry. Baum, Amoah, and Spivack (1997:222) confirmed that tourism has a direct influence on the standards and character of the tourist offering which is prepared and presented to a tourist in a hospitality setting such as tourist hotel accommodation. Therefore, the philosophical connection between tourism and hospitality appear to centre on a societal expression of leisure time, and the provision of hospitality products and services in such leisure time (Chen & Groves, 1999:37). While tourism is the reason spawning the growth of hospitality and subsequently the need for accommodation made available for overnight visitors (Rogerson, 2010:427), the hospitality sector is suggested to be almost entirely concerned with marketing and managing service provision - for example tourist accommodation, food, and drinks as commercial recreation (Chen & Groves, 1999:37).

The global understanding of tourism and hospitality mirrors the type of symbiotic relationship; hence, the need to ensure that one discipline begins to appreciate the value of the other (Chen & Groves, 1999:38). In economic terms, tourism proponents contend that tourism and hospitality have a close relationship with the labour market environment from which skills are drawn, and so consequently depends on its workforce for the delivery of products and services (Baum *et al.*, 1997:222; Tari, Claver-Cortes, Pereira-Moliner & Molina-Azorin, 2010:501; Industrial development corporation (IDC), 2012:4; Dhar, 2015:420; Domínguez-Falcón, Martín-Santana & De Saá-Pérez, 2016:493). In considering the above, an overview of global tourism and

hospitality (in terms of gross domestic product and contribution to employment) context is given in the next section.

1.2.1 An overview of global tourism

Several tourism proponents (Chen & Groves, 1999:37; Hassan, 2000:239; Hall & Sharples, 2003:3; Theobald, 2005:7; World Economic Forum (WEF), 2013:64; Coughlan, Moolman & Haarhoff, 2014:98) claim that tourism is not just an industry but also a series of integrated industries. Economic historians suggest that the development of global tourism has been attributed to the creation of the commercial airline industry following World War II, and the subsequent development of the jet aircraft in the 1950s (Todd, 2001:184; Theobald, 2005:5). Other research (Atilgan, Akinci & Aksoy, 2003:414; Kamau & Waudu, 2012:55) affirms that the rapid development and growth of global tourism is a result of the developmental path taken by the transport industry. While tourists as guests found movement around the world much easier, the expansion of global tourism gave opportunities for the lodging and food service sub-sectors to grow also. More recently, studies by Coughlan *et al.* (2014:98), and Quest and Battersby (2015:142) asserted that the most easily recognised sectors of the tourism economy include tourist hotels and other forms of accommodation, restaurants, and other foodservice organisations related to tourism.

Studies, such as that by Hall and Sharples (2003:3) who commented on the economic contribution of various sub-sectors of tourism, reported that the food service industry alone contributes significantly to national tourism revenue gains. In South Africa, spending on food and dining out by international tourists' averages eight per cent of the country's total spending while domestic tourists contribute on average 24 per cent (Hall & Sharples, 2003:3; Pricewaterhouse coopers (PwC) 2011:9; 2012:29).

1.2.1.1 International tourism arrivals 1950 to 2015

In terms of international arrivals, studies show that global tourism grew from a modest 25 million international tourist arrivals in the 1950s to 699 million with an annual growth rate of seven per cent by the 2000s (Todd, 2001:5; Atilgan *et al.*, 2003:414; Theobald, 2005:4). The United Nations World Tourism Organisation reports (UNWTO, 2014:2; 2015:2) revealed that international tourist arrivals showed an uninterrupted increase reaching 1 087 million by 2013 and 1 133 million by 2014. The South African Department of Labour (DoL, 2008:2) claimed that global tourism arrivals figures grew

from 25 million in 1950 to 842 million by 2006. Since then, the South African tourism industry experienced exponential growth especially after the 2010 FIFA Soccer world cup (see section 1.2.3.2). A summary of the significance of the global tourism industry in terms of global Gross Domestic Product (GDP) and global employment contribution from 2000 to 2015 is included in Table 1.1.

Table 1.1: GDP and employment in global business and leisure tourism: 2000 - 2015

Period	Economy Tourism receipts (US\$)	Employment Jobs (Millions)	GDP contribution (Per cent)	Sources
Year 2000 to 2005	679 billion in 2005	-	10.2	WEF (2007:15)
	622.7 billion in 2004	214.7 million	10%	WEF (2007:3)
	2002 -	207 million	10.3%	WTTC (2002:13)
	3.3 trillion in 2001	207 million	11%	WTTC (2002:12)
	475 billion in 2000	203 million	10.5%	WTTC (2002:12)
Year 2006 to 2010	5.8 trillion in 2010	235 million	9.3%	NDT (2011:4)
	852 billion in 2009	235 million	9% - 9.4%	CATHSSETA, (2012:9); Baum (2012:8);
	942 billion in 2008	-	-	CATHSSETA, (2012:9); Pan African research and investment services (2010:4)
	944 billion in 2008	255 million	9.6%	
	5.3 trillion in 2007	231 million	10.7%	WEF (2008:41)
	682.7 billion in 2006	234 million	10.4%	WEF (2008:3)
	500 billion in 2006	340 million	8%	DoL (2008:1)
Year 2011 to 2015	1.5 trillion in 2014	-	9%	UNWTO (2015:2)
	7.6 trillion in 2014	277 million	10%	WTTC (2015:1)
	1.4 trillion in 2013	-	9%	UNWTO (2014:6)
	6.3 trillion in 2011,	255 million	9.1%	WTTC (2012:12-13)
	6 trillion in 2012	245 million	9%	(WEF (2013:6)

Source: Researcher's compilation from the literature (2017)

Despite the impact of the ongoing global economic recession crisis that began in 2008, the figures (Table 1.1) affirm that tourism has not just grown steadily from the 1990s but is one of the significant industries in the world at least in terms of creating economic

growth and employment creation through business and leisure tourism activities. However, the growth of tourism is not without challenges as the negative consequences of global political unrest and economic crises (see section 1.2.4) might have had a negative impact on tourism receipts between the years 2006 and 2010 as observed in Table 1.1. An overview of tourism's regional trends is given in the next section to understand the scope of the tourism industry and hospitality employment across the world.

1.2.2 Regional tourism growth trends

From a regional perspective, studies indicate that numerous tourism regions have been in the forefront for boosting global tourism arrivals and receipts (revenue), which contributed greatly to the global economy and employment creation. For example, research and tourism reports (SAT, 2011:32; Papatheodorou, Rosselló & Xiao 2010:41; Todd, 2001:5) indicate that during the early 1990s, the world's two top tourism regions were Europe and North America. During the 21st Century, it is still reported that 'Destination Europe' performed particularly well in terms of arrivals despite the cloud of economic uncertainty (UNWTO, 2014:7).

Regional tourism statistics have shown that within the Euro region, including Southern Europe and the Mediterranean (Greece, Spain, Portugal, Malta, Croatia, San Marino, Italy, Turkey), Northern Europe (Iceland, United Kingdom) and Western Europe (France, Netherlands, Germany, Belgium, Austria, Switzerland) tourist arrivals increased by five per cent to 563 million international tourists, with tourism receipts of US\$489 billion in 2013 (UNWTO, 2015:7). In particular, Ireland, Slovakia, Serbia, and Latvia were seen as leading tourism sub-regions within the EURO region in terms of tourism arrivals in 2013. However, the UNWTO (2014) report suggested that in 2013, both the Euro and North America regions exhibited below-average growth compared to previous years. With regard to other tourism regions, UNWTO (2014:4) reports indicated that Asia and the Pacific region has become one of the world's travel hot spots with a strong growth both inbound and outbound tourism showing tourism arrivals of up by six per cent and tourism receipts of US\$359 billion by 2013. China and Japan have been reported as the driving force behind the upward trend in the Asian region. Equally, world-wide reports show that Africa and the Middle East region also enjoy sustained growth, attracting five per cent more arrivals (56 million) which correspond to an additional three million visitors in 2013 (UNWTO, 2014:12). According to the

World Economic Forum (WEF), by 2012, the Africa Tourism region reported over 53 million international visitors and tourism receipts equivalent to US\$34 billion in revenue (WEF, 2013:24). The WEF (2013:24) further reported that, within the sub-Saharan Africa-region, Seychelles, Mauritius, and South Africa were at the forefront of tourism growth and economic development. Tourism's regional contribution to total global tourism employment when considering the effect of tourism activities on employment growth is illustrated in Figure 1.2.

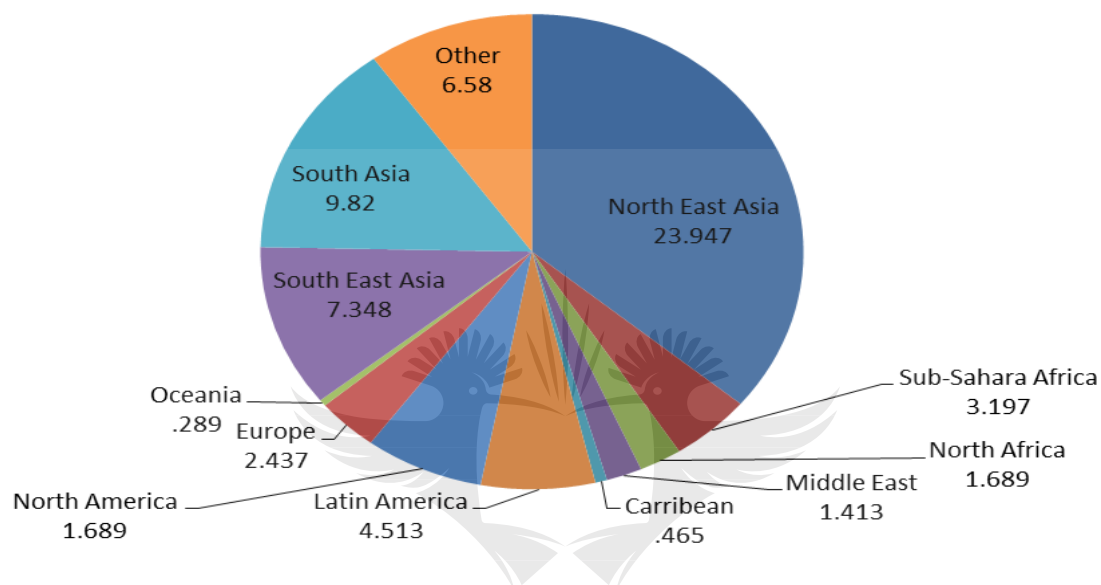


Figure 1.2: Regional contribution to global tourism

Source: World Economic Forum (2013:64)

As shown in Figure 1.2, it is worth noting that in the African continent, the Sub-Sahara tourism region outperformed the North Africa region. Additional insights from the UNWTO and WEF reports indicated that within the Sub-Sahara Africa-region, South Africa represents the most attractive and largest tourist destinations (UNWTO 2014:12; WEF, 2013:24). This brings to the equation, an overview of the South African tourism context.

1.2.3 The South African Tourism (SAT) context

This section reviews the literature on the historical development and promotion of tourism in South Africa. It highlights the growth in international tourist arrivals, world tourism rankings, and economic contribution. The section concludes with a brief discussion on the macro-economic factors that have an impact on tourism generally.

1.2.3.1. The historical development and promotion of tourism in South Africa

The development of tourism in South Africa rests on the Tourist Act of 1993, which provided the legislative framework for promoting tourism (NDT, 2011:208). During the period 1966 to the 1980s, numerous political and macro-economic events plagued the development and promotion of tourism in South Africa. These events are summarised in Figure 1.3, and suggest that after the fall of international sanctions and apartheid (1992-1994) in South Africa, South African tourism industry has performed particularly well. By 2006, tourist arrival statistics reached 8.4 million visitors and billions of rands in tourism revenue (DOL, 2008:2; SA tourism, 2011:16). Several factors have been attributed to stimulating this unprecedented growth and development of tourism in South Africa.

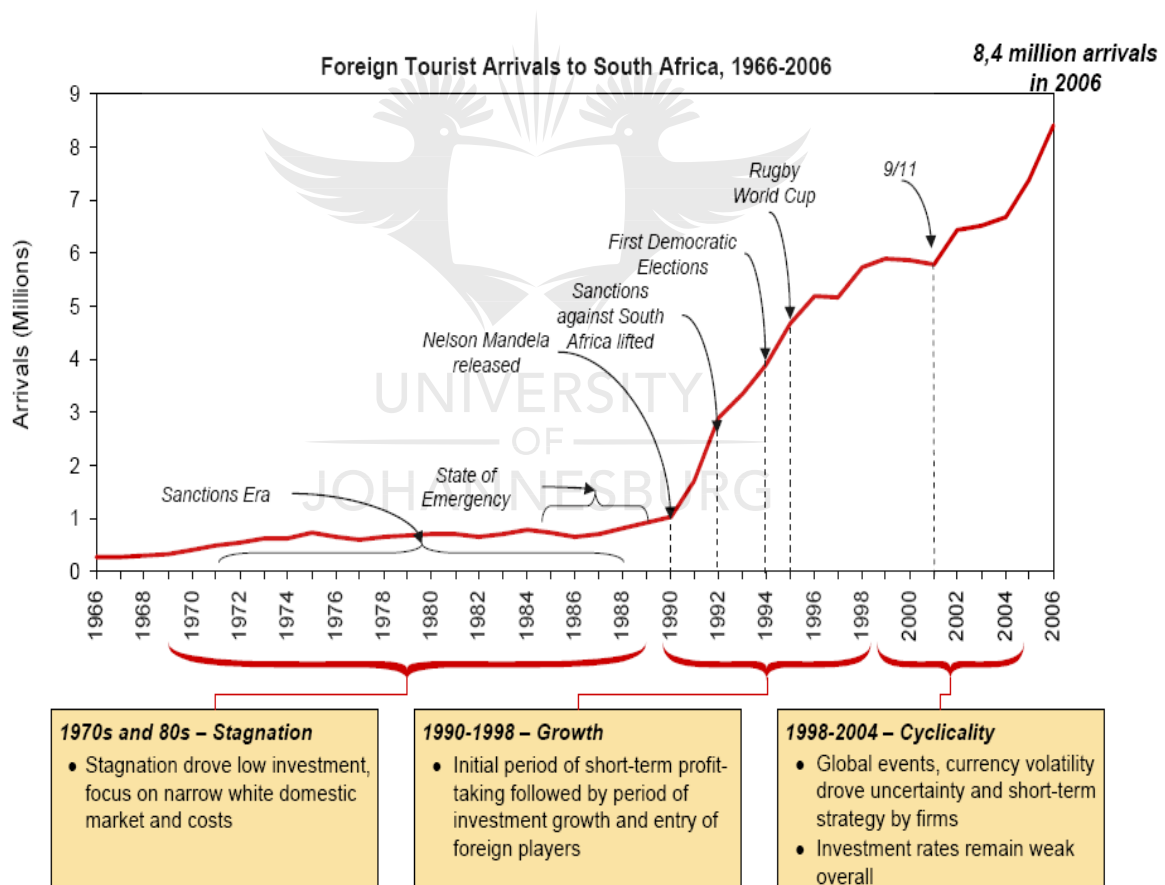


Figure 1.3: Tourist arrivals in South Africa between 1966 and 2006

Source: SA Tourism (2011:16)

Additional historical reports by the South African National Department of Labour and Department of Tourism reveal that the growth and expansion of tourism in South Africa

has also been attributed to the democratisation of South Africa in 1994, hosting of the Rugby World Cup in 1995, Africa Cup of Nations (Football) in 1996 followed by the Cricket World Cup in 2003 and the 2010 FIFA Football World Cup (NDT, 2011:7; DoL, 2008:6). During this period, international foreign arrivals of all types including tourist arrivals grew exponentially, increasing from roughly 1 million in 1990 to 8.4 million by 2006, (DoL, 2008:6). Since 2000, a steady growth in tourist arrivals to South Africa has been observed. Statistics South Africa (Stats SA) reported that by 2007, the tourism industry had recorded about 13.8 million foreigners of all types arriving in South Africa (Stats SA, 2012:7). By 2012, 9 188 368 was recorded as tourist arrivals compared to the 8 339 354 tourist arrivals reported in 2011 most of whom classified as holidaymakers (Stats SA, 2012:7).

1.2.3.2 International tourist arrivals in South Africa

From 1994, the South African government has regarded tourism as the core of the industry playing a leading role in the national economic strategies (NDT, 2011:7; Rivett-Carnac, 2009:4). A summary of international arrivals in South Africa from 2000 to 2012 is provided in Table 1.2. According to Stats SA (2012:7, 2014:7; 2015:7), the majority of all visitors to South Africa were holidaymakers (leisure tourists). The same statistics indicate that other than leisure, a small number of these visitors came for various reasons including business, study, shopping, health, and work. For instance, Stats SA (2012:8) found that 90.4 per cent of tourists who visited South Africa in 2012 came for holidays and only 2.2 per cent for business. The remainder (7.4 per cent) were made up of those who came for other reasons.

In terms of the origin of residence of tourists by region, 70.2 per cent of the tourists came from SADC countries and those from overseas countries made up 27.3 per cent followed by a small per cent (2.5 per cent) from northern African countries (Stats SA, 2012:8). Despite the drop in tourist arrivals to South Africa during the period 2002 to 2003 and 2003 to 2004, the figures in Table 1.2 show the South African tourism industry continued to develop and expand.

Table 1.2: Foreign arrivals to South Africa by year of travel: 2000 to 2015

Year	All travellers		
	Arrivals	Departures	Total
2000	9 884 953	9 300 182	19 185 135
2001	9 710 483	9 040 275	18 750 758
2002	10 399 706	9 615 808	20 015 514
2003	7 894 158	7 119 038	15 013 196
2004	7 249 596	6 511 898	13 761 494
2005	9 630 617	8 920 258	18 550 875
2006	12 826 280	11 840 669	24 666 949
2007	13 656 529	12 456 288	26 112 817
2008	14 147 347	12 904 062	27 051 409
2009	14 585 617	13 104 237	27 689 854
2010	16 699 789	15 073 447	31 773 236
2011	17 924 920	16 180 473	34 105 393
2012	18 766 958	16 524 601	35 291 559
2013	15 155 119	13 198 000	28 353 119
2014	15 092 016	13 743 363	29 608 721
2015	15 051 826	13 704 870	28 756 696

Source: Compiled from Stats SA reports (2012, 2015)

A WEF report (2013) claimed that the expansion of tourism in South Africa shows the attention paid to developing tourism by the South African government in terms of well-developed infrastructure, relating to airports and roads, which enables travel, and access to the country (WEF, 2013:25). In addition to its scenic beauty, beaches, mountains, deserts, wildlife, cultural sites and history, (CATHSSETA, 2013:13; WEF, 2013:25), other important tourism industry players and investors, property developers, and creative industries including hoteliers and restaurateurs have contributed to the exponential growth of South African tourism.

The real GDP contribution of South African tourism to the national economy has also been reported. According to the South African National Department of Tourism (NDT),

tourism's contribution to GDP equalled R67 billion, or three per cent, and 4.4 per cent of total employment in 2010 (NDT, 2011:1). To conclude, NDT (2011:28) stipulated that the overall tourism contribution to the South African economy was R120 billion by 2010. By 2011, the tourism represented the fourth largest generator of GDP after mining, manufacturing, and quarrying (Taal, 2012:3).

1.2.3.3 *Employment contribution in the South African tourism industry*

The size and contribution of South African tourism to the economy is clearly acknowledged. Regarding the contribution to employment, reports suggest that the South African tourism industry had approximately 400 000 direct jobs in 2007 (Rivett-Carnac, 2009:5). CATHSSETA is the government's national-sector education training authority (SETA) and national tourism agency responsible for reporting on various research projects and outcomes in ensuring that there is sufficient data about the labour market and skills needs analysis of the South African tourism industry.

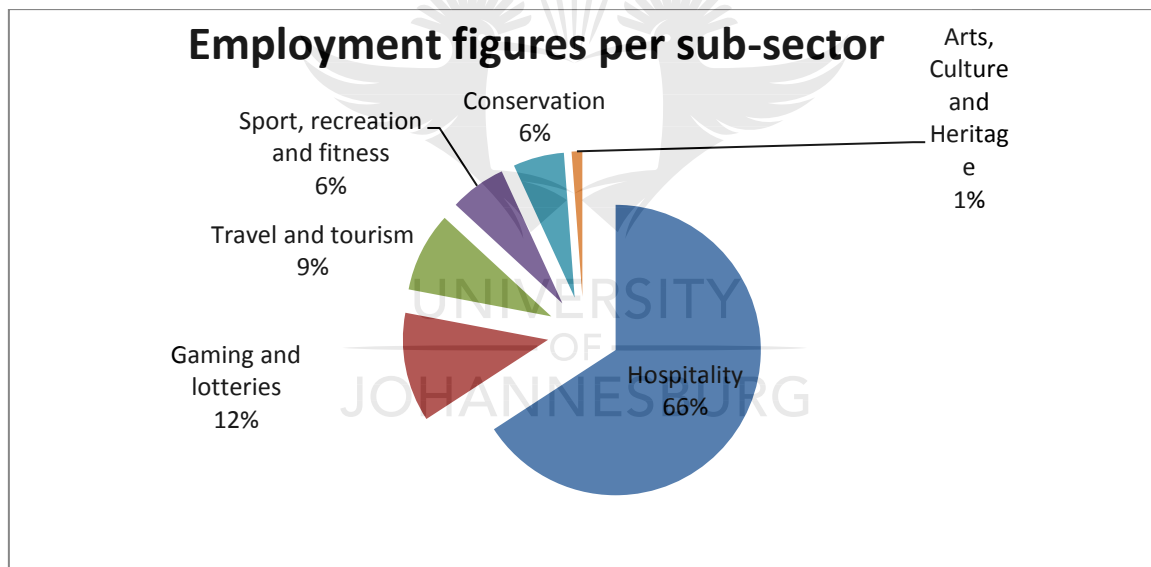


Figure 1.4: Employment in the tourism CATHSSETA scope

Source: CATHSSETA (2012:16)

By 2011, tourism employment in South Africa increased to 599 412 (direct) (CATHSSETA, 2012:15). These employment figures have been broken down into various sub-sectors within the entire tourism industry. The CATHSSETA employment data presented in Figure 1.4 confirms that hospitality is not only large in business size but also the most labour intensive sub-sector of tourism.

CATHSSETA reports that employment has steadily increased with an average of 18 per cent per annum between 2008 and 2011 (CATHSSETA, 2012:17). The growth and economic contribution of the South African tourism industry to the growing tourist demand from source markets like Germany, United Kingdom and other countries in Europe cannot be ignored (PwC, 2012:7). However, strong economies (new entrants to South African tourism arrivals) like China and India, which have boosted tourism to South Africa since 2010 (PwC, 2012:7) cannot be ignored either. After all, South Africa is a member of the BRICS (Brazil, Russia, India, China and South Africa) group of countries, with great potential to do even more to entice more BRICs tourists into the country growing the industry and improving its tourism rankings (Kumo, Rieländer & Omilola, 2014:3). By 2012, the South African tourism industry was ranked third in the sub-Saharan African region and 64th in the world (WEF, 2013:24; UNWTO 2014:12).

Prior to providing an overview of the global hospitality context and the background leading to the research issue, a review of macro-environmental factors affecting tourism is provided.

1.2.4 Macro environmental factors impacting on global tourism

Although tourism worldwide has witnessed phenomenal growth, studies such as that by Papatheodorou *et al.* (2010:39) argued that external influences could slow down this growth. It is well documented by tourism proponents that political and environmental crises have negatively influenced international tourism performance. These events include the 9/11 terrorist attacks in the United States in 2001, the severe acute respiratory syndrome (SARS) /avian flu outbreak in Asia, and the two Gulf wars in 2003. Also included are the tsunami in Thailand in 2004, airline upheavals, and the volatile currency which has been affected by the global economic crisis and energy markets (NDT, 2011:5; SAT, 2011:28; Papatheodorou *et al.*, 2010:39; O'Neill & Lloyd-Jones, 2002:53). Currently the declining demand of international tourists and tourism performance is said to be due to the 2008 global financial crisis.

The central message in this review, as remarked by O'Neill and Lloyd-Jones, (2002:53), is based on the argument that in the aftermath of the September 11, 2001, the travel and tourism situation changed dramatically affecting the hotel sub-sector. These authors (O'Neill & Lloyd-Jones, 2002:53) claim that some scheduled flights were stopped, travel decreased dramatically, and hotel business volumes fell sharply. The essential argument was that these macro-environmental factors involving global

tourism affects the demand for travel to some destinations. Consequently, the negative impact of the declining tourism demand ultimately translates to other sectors aligned with tourism. Again, reduced spending by consumers on travel should be a great concern to tourism regions (NDT, 2011:5) that are responsible for the expansion and sustainability of tourism economy for the country.

On the micro-level, the greatest threat to the sustainability of the global tourism industry, South African tourism value-chain in particular, centres on labour market conditions associated with the scarcity of highly qualified and quality workforce resulting in poor service quality. These conditions are not desirable as they may further contribute to travellers questioning the value of products and services on offer leading to reduced spending while on vacation.

Survey research reports highlight that frontline employee's attitudes towards providing consistent service quality continues to impact on service delivery. In the context of South Africa, reasons cited causing this relate to these employees themselves never having been given or exposing themselves to excellent guest service (NDT, 2011:16; Naudé & Kloppers, 2016:62). Frontline employees are not well supported, nor provided with the necessary equipment and tools with which to work and provide consistent service (Cohen & Olsen, 2013:246). Most profound is the frontline managers' bad-treatment of frontline employees while delivering a service (Coughlan *et al.*, 2014:103). A more comprehensive review outlining some challenges, service quality gaps, and causes of poor service quality, globally and in South Africa specifically, are provided in Chapter 3 (see section 3.2.1.2).

An overview of global hospitality, in terms of economic and employment perspectives is provided. This is followed by an overview of regional and South African hospitality context. Such a review is conducted in order to understand the part of tourism activities on which this research focuses.

1.3 THE GLOBAL HOSPITALITY CONTEXT: AN ECONOMIC PERSPECTIVE

As a result of literature discussed (see section 1.2.3), Figure 1.2 affirms that tourism is an industry that greatly contributes to employment creation. The global hospitality employment contribution is not generally differentiated and considered as a separate element in reporting; however, the rise of global services sectors, such as hospitality

that contributes to GDP for both emerging and developed countries, is now beginning to be reviewed and reported (Turner & Sears, 2013:64).

Globally, revenue contribution of tourism service organisations such as tourist hotel accommodation in various emerging and developed regions are: Africa (US\$36 billion), Asia and the Pacific (US\$377 billion), Europe (US\$509 billion), Middle East (US\$49 billion) and North America (US\$274 billion) (UNWTO, 2015:3). The economic contribution of the hospitality sector cannot be over-emphasised when considering the impact it has on regions and local communities (Bruwer, 2015:434). Recent UNWTO (2015:3) reports showed that, for every 11 tourists visiting a destination, one job is created for a local person of that destination. An overview of regional hospitality context focusing on economic perspective and growth prospects is now provided.

1.3.1 The regional hospitality context

The Industrial Development Corporation (IDC) of South Africa (IDC, 2012), revealed that growth in Africa is imminent. UNWTO's (2015:4) report indicates that by 2014, the market share of tourist hotel accommodation for the African region was in the range of 1.7 per cent for North Africa and 3.2 per cent for the sub-Saharan Africa.

With regard to the average annual tourism growth rates, the global average growth rate was only 3.8 per cent in 2014. However, during the same year, emerging economies³ (Lu, Zhou, Bruton & Li, 2010:420), such as Asia, Middle East, Africa have been performing above 4.6 per cent, ahead of the advanced economies at 3.2 per cent (UNWTO, 2015:4). Other examples of emerging economies that compete for the same BRICS tourists, and are among the top six attractive global tourist attractions, include China, India, Russia, Brazil, and Mexico (Lockwood & Medlik, 2001:7; Luo & Tung, 2007:481). These emerging economies appear to exercise effective control while undertaking value-adding activities in one or more foreign country. For instance, most tourist arrivals to South Africa between 2009 and 2010 came from emerging tourist markets (SAT, 2011:2).

Overall, the UNWTO (2015:4) reported that the annual growth rates associated with tourist market share in the context of tourist hotel accommodation in the African region

³ Emerging economies are classified as a country or region with limited institutional (government) capital and resources that are underdeveloped or absent such that the allocation of limited capabilities and resources hinders its superior international performance and competitive advantage

was 5.4 per cent in 2014. The significance of these tourist growth figures can no longer be taken for granted by the African tourist hotel accommodation because tourists and guests today are becoming more aware and vocal about their expectations regarding the quality of service they receive (Jaiswal & Dhar, 2016:58). The preceding view renders service quality delivery by tourist hotel accommodation more important. These impressive statistical figures emphasise the need for improvements in the delivery of consistent and quality service delivery and tourist experience as tourism regions compete for the same tourist market (Lockwood & Medlik, 2001:7; Karatepe & Olugbade, 2016:2350). As such, the NDT (2011:5) identified emerging economies within the BRICS countries as one of the main drivers of tourism recovery in South Africa.

1.3.2 The South African hospitality context

Tourism research proponents (Lockwood, & Medlik, 2001:4; Colakoglu, Culha & Atay, 2010:125; Rogerson, 2010:427; Coughlan *et al.*, 2014:98; Quest *et al.*, 2015:142; NDT, 2016:1) suggest that hospitality sits at the heart of tourism economy in that its fortunes crucially depend on the developmental path taken by tourism. In South Africa, this is no different. Research conducted by CATHSSETA (2014:4) confirmed that South African hospitality represents 71 per cent of all enterprises registered within the CATHSSETA scope (arts, culture and heritage; conservation; gaming and lotteries; hospitality; tourism and travel services and sport, recreation and fitness), which makes up the largest part of the South African tourism economy.

Research insights indicate that the accommodation sub-sector is the biggest component of South African hospitality as it accommodates all tourists who visit the country (Grobler & Diedericks, 2009; Colakoglu *et al.*, 2010:125; Rogerson & Kotze, 2011:13525). More recently, the NDT (2016:1) reported that an average occupancy rate of 48 per cent by international tourists to South African tourist hotel accommodation who stayed between three and six days, have been attributed to tourists received from Europe (15.1 per cent) and North America (19 per cent). In view of the above sentiments, the South African tourist hotel accommodation, which is increasingly becoming one of the complex and diverse sub-sectors of South African hospitality, provided an opportunity for a context in which studies of employee OC and service quality behaviour can take place.

Like any other business, tourist hotels within the accommodation sub-sector also operate in a volatile environment with significant swings occurring in both bedroom demand and supply, and when there is an increase in travel for leisure there is proportionally more demand for overnight stays at hotels and other forms of accommodation. For example, the positive tourism growth experienced in South Africa after the 2010 FIFA Soccer World Cup contributed to hotel room revenues of nearly R14 billion on accommodation of all categories, critical revenue generation by tourist hotel accommodation alone (PwC, 2012:9). PwC noted that the industry cannot ignore this, when travel and tourism are affected by recession and other forms of volatility some of the first consumer spending streams to be reduced are travel (PwC, 2011:4), and therefore, tourist hotel accommodation can be affected too.

The South African hospitality sector is recognised as a substantial generator of wealth and employment. A report issued by PwC (2012:8) revealed that growth in travel and tourism often boosts hotel visits, raising occupancy rates and accommodation revenue. By 2012, the total room revenue generated by the tourist hotel accommodation sub-sector, according to CATHSSETA (2014:24), was R15.1 billion, which increased to R16.8 billion by 2013. The same report by CATHSSETA (2014:24) projected that by end of 2017, the overall tourist hotel accommodation occupancy rate was expected to be in the region of 55.6 per cent with total room revenue of about R23.5 billion. Furthermore, reports by the NDT (2016:1) revealed that by the second quarter of 2016, income from tourist hotel accommodation contributed 19.7 million bed nights, and an average spent of R8000 per night (with an average of nine nights) to the tourism economy.

In consideration of the above statistics, and all other contributions that are not reported in this section (see section 3.3.1), there is no doubt that the South African hospitality sector occupies a crucial role in the South African economy.

1.3.3 Employment contribution of the South African hospitality sector

While hospitality is known as the largest component of tourism worldwide, in South Africa, hospitality is regarded as a predominant employer within the South African tourism economy. According to CATHSSETA (2014:24), hospitality makes up the largest employment portion (71 per cent) of all industry sectors held within the scope of CATHSSETA. In particular, the South African hospitality sector employed about 127 811 people in South Africa by 2013 (CATHSSETA, 2014:24). The employment

figures disbursed according to the South Africa's nine provincial structures are included in Figure 1.5.

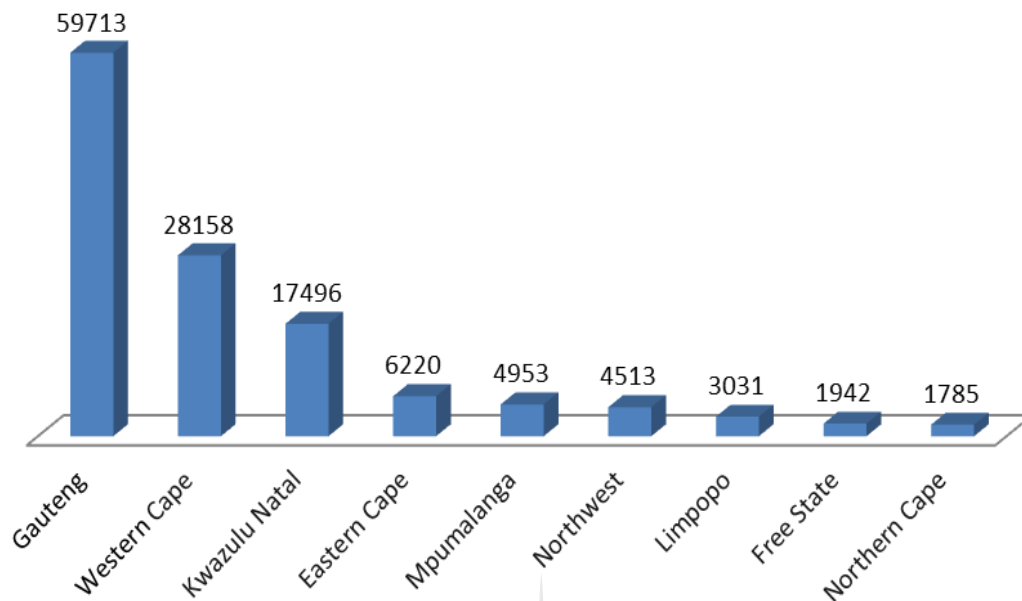


Figure 1.5: Employment in the South African hospitality

Source: Compiled from CATHSSETA report (2014:24)

As evident in Figure 1.5, the wide spread of hospitality employment across South Africa shows that the Free State and Northern Cape provinces had the smallest number of employees (under 2 000 employees in each) in 2013. The three largest provinces (Gauteng, Western Cape, and KwaZulu Natal) with many hotel properties and other forms of hospitality business employed the majority of workers in the same period. Consequently, similar research posited that the South African hospitality sector was identified as a key priority employer sector by the Industrial Policy Action Plan, Mzansi's Golden Economy, and the South African government's New Growth Path (Kumo, Rieländer & Omilola, 2014:3).

Taken together, it is without doubt that the role of hospitality in expanding the economy and employment creation could be attributed to a rapid expansion of hospitality businesses and types of jobs offered. Therefore, in accordance with Zhao's (2016:2428) recommendations, a global understanding of challenges inherent in hospitality work and employment should not only be examined in light of the numerous employment issues, but also in light of the nature and characteristics of hospitality (see section 3.4). The above research context led to the background and setting of the research issue, which is given next.

1.4 BACKGROUND AND SETTING OF THE RESEARCH ISSUE

Despite the growth and prospects of the South African tourism industry generally, which spawns the growth of hospitality, empirical evidence and statistical data shows that the South African hospitality sector faces numerous employer-employee relationship issues (Smith, Gregory & Cannon, 1996:3-9; Browning, 2006:1321; Hughes & Rog, 2008:747; Hugo, 2009:24; Maumbe & van Wyk, 2011:363; NDT, 2011:3; Spowart, 2011:170; Taal, 2012:3; World Economic Forum (WEF), 2013:24; Coughlan, Moolman & Haarhoff, 2014:104). Human resources (HR) issues associated with recruitment, firing, and high labour turnover remain top of the list of issues confronting the hospitality sector (WEF, 2013:24).

For almost a decade now, South African research proponents (Petzer & Steyn, 2006:162; DoL, 2008:35; Hughes & Rog, 2008:747; Hugo, 2009:24; NDT, 2011:16; Spowart, 2011:170; van, Wyk, 2011:363) have been discussing the problems related to the scarcity of highly-skilled frontline employees, poor training, and little management efforts on the part of employers to retain talented employees in the hospitality sector. Chief among the HR issues is the attitude of frontline employees, which seem to be triggered by poor management and poor treatment at organisational level. The South African hospitality employer-employee related issues have been consistently linked with the increasing problem of poor service quality (NDT, 2011:19; CATHSSETA, 2013:18-19; Cohen & Olsen, 2013:246; Coughlan *et al.*, 2014:103; Naudé & Kloppers, 2016:62).

This background can be interpreted as suggesting that while hospitality frontline employees can easily be hired due to easy entry in the sector, the South African hospitality sector has not been so fortunate in retaining talented employees. The above issues further beg the question about the status of employee OC, particularly the role and commitment of frontline managers who interface between frontline employees and guests. As this study explores the concept of employee OC and the mediating role of factors such as culture, *Ubuntu* collective-values and their consequence on employee work behaviour such as service quality is examined. It expands the existing national service excellence framework developed by NDT and other theoretical frameworks within international literature (see sections 2.6 and 3.3.1).

Starting with strategic frameworks developed by the NDT, both a national tourism sector strategy (NTSS) and a national tourism service excellence strategy (NTSES) were developed in 2009 and 2010 respectively and launched in 2011 (NDT, 2011:11). Accordingly, these strategic frameworks aspired to maximise the potential of tourism in South Africa based on innovation, service excellence, meaningful community participation, and partnerships. In addition, the frameworks included the provision of a world-class service and memorable tourist experience. For the purpose of this study, the NTSES is reviewed in order to isolate specific areas of interest and investigation upon which to focus.

1.4.1 An overview of the national tourism service excellence strategy

First, service excellence is defined by Gouthier, Giese and Bartl (2012:448) as the provision of excellent service quality through a management system, exceeding a guest's previous expectations, which result in not only guest satisfaction but also guest delight and therefore greater loyalty to the business. An evaluation of the NTSES is discussed in more detail in section 3.3.1. This section highlights the roles of key partners tasked with ensuring effective implementation of the NTSES as summarised in Table 1.3.

Table 1.3: Key roles of partners for implementing the national tourism service excellence strategy (NTSES)

TBCSA*	South African Tourism (SAT)	Department of Arts & Culture (SA)	CATHSSETA#
Communicate and mobilize business within the tourism sector	Promote 'Proudly South African'	Solicit the values that define South Africans.	Training and development standards.
	Play your Part – Brand South Africa	Institute campaigns for soliciting values of "UBUNTU" as people most identified with.	Provide leadership future skills and training plans requirements.
	Welcome campaign	Showcase South Africa as a friendly, welcoming, memorable travel experience that provides world-class service to all its tourists.	Develop strategic plans to assist the tourism industry.
			Up skilling service delivery.

* TBCSA = Tourism business council of South Africa

CATHSSETA = Sector education training authority for Culture, Arts, Tourism and hospitality

Source: Extracted from NDT (2011:28)

In analysing the roles of key national stakeholders and partners for implementing the NTSES, critical areas that the NDT wished to expand on for providing an integrated approach to world-class service are isolated. These areas have been summarised as follows (NDT, 2011:28):

- The promotion of 'Proudly South African';
- The provision of training and development for up-skilling service delivery; and
- Soliciting the values of '*Ubuntu*'.

The connection that can be made between the above three building blocks around service excellence and the literature, signal that (a) tourists are facing unfriendly frontline employees with laid-back attitudes, and lack of attention towards service, for example, employees have been found ignoring approaching tourists or guests (HSRC, 2008:35). (b) The soft skills (interpersonal) of frontline employees dealing with tourists have been found wanting resulting to South Africa ranked as the lowest in the world in terms of service delivery in 2008 (Hugo, 2009:24). (c) Most frontline employees have never experienced excellent guest service or 'being served' in the type of establishments in which they are employed (NDT, 2011:26). In addition to limited opportunities for career growth, research commissioned by the NDT (2011:19) and supplemented by Coughlan *et al.* (2014:103) revealed that frontline employees were often not satisfied with their jobs due to bad treatment on the part of their frontline managers. The same literature sources claim that the bad treatment of frontline employees has been linked with poor management training and frontline managers who do not know how to lead people (NDT, 2011:19).

In summary, one of the key fundamental findings identified in the Disney study incorporated in the NTSES framework was declaring tourist hotel accommodation as a good place to demonstrate the collective-values of *Ubuntu* during a service delivery process (NDT, 2011:21). Perhaps, the reason for this contention was driven by the notation that the fundamental premise of *Ubuntu* is seeing people as human, showing compassion, treating them with respect and dignity, all of which result in happy and quality human community life (Broodryk, 2005:13; Khoza, 2005:269; Qobo & Nyathi, 2016:423). Hospitality also features in some definitions of *Ubuntu*.

Since hospitality, is premised on welcoming and serving strangers by hosts (Westmoreland, 2008:4), the same view should be a norm in hospitality services

whereby both guests and employees are treated with respect. Coughlan *et al.* (2014:97) supplemented the above sentiments and suggested that it should not be a surprise when tourists spending their stays at five-star hotels anticipate every frontline employee to display a friendly and helpful demeanour and assist every tourist or guest in any given situation. Following this lead, this study undertook to explore the influence of *Ubuntu* as a complementary style of management, influencing frontline managers' OC in the context of South African tourist hotel accommodation. However, the National Tourism Skills Audit of 2007 and 2008 highlighted critical HR issues that could be a starting point in the implementation of the NTSES. Accordingly, human resource management (HRM) practices associated with recruitment and employee retention and the importance of frontline employee training and development, including training for managers, were highlighted as priority (HSRC, 2008:35; NDT, 2011:52).

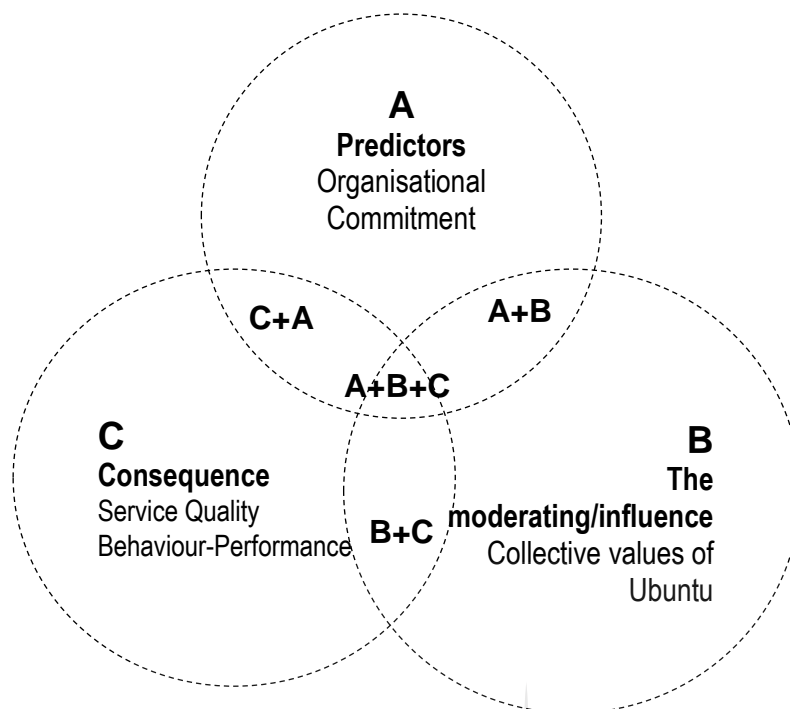
Based on this research background, including the analysis of the NDT strategic frameworks, a summary of critical issues that informed the key focus areas in this study are as follows:

- Poor HRM practices (selection and recruitment, compensation, and employee retention) signal that stakeholders of some sub-sectors of the South African tourism industry have not been able to learn from and adapt international best practices, and create their own practices in this area. There is very limited research evidence and knowledge, about whether South African tourist hotel accommodation organisations understand what frontline managers and employees value the most (motivators) compared with what the employer provides. Clearly, this implies that, job factors that contribute to employee commitment/willingness and motivation to perform extraordinary work on behalf of guests are not clearly understood in the tourist hotel accommodation sub-sector. Previous research suggested that satisfied and committed frontline employees drive guest satisfaction and loyalty (Heskett, Thomas, Jones, Loveman, Sasser, Jr. & Schlesinger, 1994:165; Heskett, Sasser & Wheeler, 2008:12). This South African tourist hotel accommodation context is regrettable considering there is recent research (Bulut & Culha, 2014:318; Dhar, 2015:424; Kim, Eisenberger & Baik, 2016:574; Srivastava & Dhar, 2016:363), which details the factors that ensure that frontline employees deliver the best results. These are primarily from high support services, and HR policies and practices that enable employees to do more.

- Negative employee perceptions associated with industry image, working conditions (anti-social working hours, low pay, lack of career development and bad treatment by managers), organisational/supervisor support (POS/PSS), low levels of employee OC, and motivational approach need to be considered and addressed systematically based on empirical data.
- The negative employee attitude towards tourists and guests is consistently cited in the literature (see section 3.1.3). This demonstrates that the role (interface) that frontline managers play between frontline employees and guests, including organisational and personal factors that most predict positive employee attitudes such as OC and work behaviour, suggest that a critical review of integrated approach to guest-service quality is not clearly established in the South African tourist hotel accommodation.

The deficiencies established within the reviewed literature background suggest that the South African tourism initiative, which involves an integrated approach to the NTSES using building blocks, such as promoting proudly South African, soliciting values of *Ubuntu*, and training and people development for up skilling service delivery is in its infancy and needs further exploration. A variety of studies (Hughes & Rog, 2008:747; Hugo, 2009:24; NDT, 2011:16; Spowart, 2011:170) explained the functionality of the various HR platforms in expending discretionary work efforts (work that goes beyond employee job descriptions); however, the studies did not establish frontline employees and managers' levels of commitment to service quality.

This thesis proposes a theoretical framework encompassing three related but independent concepts (Figure 1.6). The theory is complemented by the proposed conceptual research model, which frames a practical research agenda by specifying the relationships between variables of interests as shown in Figures 1.8, 2.6 and 3.5.



Notes

A, B, C = basic components

A+B, B+C, C+A = Relationships between pairs of components

Figure 1.6: The proposed theoretical framework

Source: Researcher's own compilation (2017)

The significance of the proposed theory of interrelationships between employee OC, *Ubuntu* values and service quality behaviour (Figure, 1.6) shows the aspirations of providing an integrated approach to world-class service quality. This includes tourist experience by tourist hotel accommodation and maintaining the competitive sustainability of South African tourism industry as one of the top popular tourist destinations may require the following: First, a clear understanding of positive employee perceptions about the industry and determinants of employee OC; second, job factors that create employee wellness and positive behaviour complemented by a motivational approach embedded in *Ubuntu* values, and third, commitment from all stakeholders involved in the tourism value-chain.

As propounded in the proposed theory above, comprehensive literature reviews in sections 2.3.2 and 3.5 provided ample evidence that the emerged antecedents of employee OC can be clearly inferred, which further complement the theoretical framework presented in Figure 1.6. More practically, the proposed conceptual research

framework in Figure 1.8 depicts a complex relationship of various antecedents of employee OC (HR policies and practices, POS, employee JS) and some concepts that not only have an influence on employee OC but also play both a mediating and moderating role (Employee retention and *Ubuntu*). The next section explores the relevant literature, followed by the main objective and the proposed conceptual research model of this study.

1.5 THE THEORETICAL DEVELOPMENT OF OC

1.5.1 The literature search

The importance of service quality and guest satisfaction in the global hospitality sector emerges because both aspects have been viewed as critical conditions for gaining market share, guest loyalty, financial performance/profits, reputation and survival (Yilmaz, 2009:375; Bates & Bates & Johnston, 2003:174; Kandampully & Suhartanto, 2000:346; Peccei & Rosenthal, 1997:67; Harrington & Akehurst, 1996:283).

The literature associated with the broad theme of this study involved a search of online databases, Google scholar, and PhD Theses. The review began with a mainstream search including PSYCINFO, SABINET, and EBSCOHOST between 2014 and 2016, and updated in 2017. Other databases such as Elsevier Science Direct, SAGE, Emerald, and Taylor & Francis were used to locate most research on the hospitality literature commenting about OC. Most of these databases include electronic versions of full research articles published by most peer-reviewed refereed psychology, management, tourism, and hospitality management journals. After searching for key words like employee OC, management, tourism, and hospitality, the process yielded an abundance of empirical and non-empirical research articles across the mentioned disciplines, which were read and reviewed. Subsequently, the articles were filtered by following several conditions as per the prescribed criteria (Zhao, 2016:2437):

- Viewed the social citation index to find the most cited studies in the mainstream literature;
- Compared the studies' citation indices and chose articles by significance of contribution to knowledge;
- Chose studies that measured specific variables of OC relationships and the most common predictors of OC generally; and

- Reviewed empirical studies and drew samples from tourism and hospitality management contexts.

In order to trace the early development of the OC concept, a manual search strategy (that is, a system whereby the reference list of previous important studies or primary research was scanned for relevant studies) was employed. This strategy involved scanning for secondary or repeat studies for the preliminary studies on the writing of the OC concept and related variables. The secondary sources provided the starting place to find informed interpretations and new ways of understanding the development of OC. For example, an index volume through 1990s and up to 2009 (Mathieu & Zajac, 1990; Allen & Meyer, 1990, 1991; Tett & Meyer, 1993; Roodt, 1997; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Jaros, 2007; Cohen, 2007; Martin & Roodt, 2008; Somers, 2009) was used to identify secondary research articles that referenced Becker (1960), Kanter (1968), Ritzer and Trice or Hrebiniak and Alutto (1972). As the flow can be seen in Figure 1.7, the list of these studies included other early studies such as Porter *et al.* (1974), Steers (1977) and Stevens *et al.* (1978).

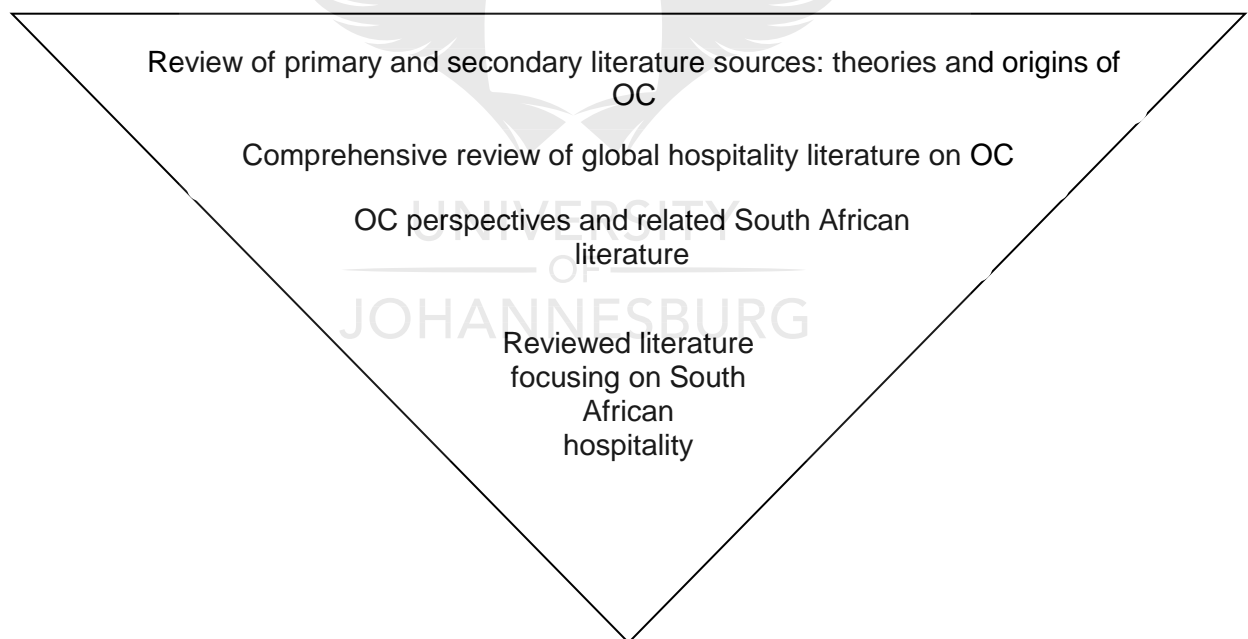


Figure 1.7: The hierarchy of literature reviewed in this study

Source: Researcher's own compilation (2017)

The overview of literature in this first chapter highlighted the most studied antecedents, variables, and consequences of OC generally, and specifically within the hospitality sector. Using a funnel structure, the review drew on extant literature from international and South African tourism and hospitality books and journal sources (Figure 1.7).

1.5.1.1 The early development of OC

The origin and theoretical development of OC in the mainstream literature is discussed in section 2.2.1. The widely accepted definition of OC is the one offered by Mowday, Steer and Porter (1982:27) who conceptualised it as “the relative strength of an individual’s identification with and involvement in a particular organisation”. Numerous research studies (see section 2.7.3) agree that OC offers a number of benefits for the organisation, to name but a few, increased motivation, lower absenteeism, reduced turnover, and willingness to exert extra effort. Given this background, studies that comment on the predictors and employee OC relationship are summarised in order to develop the specific research questions and the research hypotheses.

1.5.2 The OC relationship studies: A review of mainstream literature

When the literature (see section, 2.6.1) was reviewed, it was noted that employee job satisfaction (JS) has become one of the most common predictors of OC. Thus, it is worth noting that there is research that argues that employee OC and employee JS are two very common reactions to the commitment of top management to the organisation and the employee. Several studies (Bai, Brewer, Sammons & Swerdlow, 2006:40; Testa, 2001:227; Boshoff & Mels, 1995:23; Becker, 1992:242; Bateman & Strasser, 1984:109) from both the mainstream literature and hospitality research demonstrated varying views about the relationship between OC and JS.

A small group of studies argue that there is a significant relationship between OC and JS while many view OC as the major cause of JS. For example, earlier studies (Bateman & Strasser 1984:109; Becker, 1992:242) viewed commitment as one of many causes of JS. Some researchers advanced organisational arguments that most employees spend most of their life at their work place hence, JS has been viewed as a good motivation to work well (MacDonald, Kelly & Christen, 2014:3). Similar studies (Table 1.4) supplemented previous research by increasing a global understanding that one of the consequences of the relationship between employee JS and OC would be employee retention.

Table 1.4: Employee JS and OC relation with employee retention

Authors	Investigation	Findings
Brown, Fraser, Wong, Muise, and Cummings (2013)	Factors influencing intentions to stay and retention of nurse managers	JS, OC, organisational culture and values, feelings of being valued and lack of time to complete tasks leading to work/life imbalance affects retention.
Bashir and Ramay (2008)	Determinants of OC	Career opportunities, work-life policies, job characteristics would lead to OC, which ultimately influences retention.
Roodt and Kotze (2005)	Factors That Affect The Retention Of Managerial And Specialist Staff	Employee well-being, employer of choice and organisation climate leads to JS, which eventually leads to commitment, and OC to retention.
Sutherland and Jordaan (2004)	Factors Affecting The Retention Of Knowledge Workers	High levels of individualism, need for challenge and focus on personal development, JS and OC leads to retention.
Etheridge (1989)	Family Factors Affecting Retention	Awareness of the existence of community programs, family support, degree of OC, and JS influence retention.
Feris and Peters (1976)	Organisation commitment and personnel retention in the military health care system.	Degrees of commitment are successful predictors of retention and motivation. Tenure and perception of the command's concern for HR are more powerful predictors than the concern for salary, status and educational opportunities.

Source: Author's own compilation (2017)

Furthermore, the continued development of the OC relationship studies prompted researchers between the 1990s and late 2000s to focus attention on model development within a multidimensional perspective (Allen & Meyer, 1990:851; Tansky & Cohen, 2001:292; Meyer, *et al.*, 2002:25; Martin & Roodt, 2008:26; Dhar, 2015:424). The first tri-component model which incorporates all three psychological states of employee commitment, affective-, continuance-, and normative commitment (AC, CC, and NC respectively), was developed by Allen and Meyer (1990:3) who argued that employees likely experience all three commitment levels simultaneously although at varying degrees.

Complementary multidimensional models followed (Meyer & Allen, 1991:68; Meyer *et al.*, 1998:32; Meyer *et al.*, 2002:22) and received increasing support from other researchers (Cheung & To, 2010:263; Visagie & Steyn, 2011:99; González, 2016:46).

While these models argued against reliance on relating CC and proxy variables such as age, gender and tenure, they highlighted that there is a correlation, albeit small, between the three-forms of commitment, AC, CC and NC, and suggested that these proxy variables play a minor role in elevating employee OC (Meyer *et al.* 2002:28).

Once more, Meyer *et al.*, (2002:28) were among researchers who argued that employee OC should be related more with JS than personal characteristics. With regards to other role-related characteristics, studies (Chen, Eisenberger, Johnson, Sucharski, & Aselage, 2009:122; Dzansi & Dzansi, 2010:997; Shoss, Eisenberger, Restubog & Zagenczyk, 2013:159; Jena, 2014:114; Vui-Yee, 2015:81; González, 2016:46) provided evidence that a positive relationship between HRM practices known as people-centred management practices, employee JS, POS and employee OC exist, which has a positive impact on organisational work performance.

1.5.3 The OC relationship studies in the hospitality sector

A modicum of most cited hospitality studies (Lashley, 1995; Worsfold, 1999; Lam & Zhang, 2003; Maxwell & Steele, 2003; Browning, 2006; Silva, 2006; Labatmediene, Endriulaitiene & Gustainiene, 2007; Kuruuzum, Cetin & Irmak, 2009; Gunlu, Aksarayli & Perçin, 2010; He, *et al.* 2011) confirmed that the concept of OC is most prevalent in the hospitality sector context. In support, earlier empirical research provided evidence that there is a positive relationship between employee OC and hospitality climate, meaning of work and HRM practices (Dawson & Abbott, 2011:299; Jung & Yoon, 2016:66), employee JS (Gunlu, *et al.*, 2010:709; Nadiri & Tanova, 2010:38; Lopez-Carbarcos, Machado-Lopes-Sampaio-de Pinho & Vazquez-Rodriguez, 2015:267), and employee work-family life balance (Choi & Kim, 2012:1022; Lub, Bijvank, Bal, Blomme & Schalk, 2012:566; Deery & Jago, 2015:468; Zhao, 2016:2428).

Summing up, the broad theme of this study has found support in most recent research in as far as indicating that employee OC strongly influences employee performance and the quality of guest service delivered (Garg & Dhar, 2014:72, Dhar, 2015:424; Jaiswal & Dhar, 2016:62). While the NDT aspires to include *Ubuntu* as a management tool to enhance tourist experiences, research commenting on the role of *Ubuntu* in service contexts is very scarce. Browning (2006:1335) remains one of the rare studies, within the hospitality research context, which supports the introduction of *Ubuntu* as a management tool, and understands service behaviour among frontline employees.

The concept of *Ubuntu* (African humanness) appeared in the South African literature sources from as early as the mid-1990s. Mangaliso (2001:24) viewed the concept as humanness – a pervasive spirit of caring and community, harmony and hospitality, respect and responsiveness – that individuals and groups display for one another. The predictive power sharing influence of *Ubuntu* embedded in statements like, “a person is a person through other persons”, can also be translated into “a person is a person through sharing his/her power with other persons”. The current study explores this predictive power as the main influence on work orientation by African cultural practices and social values and how they predict African management orientation. This predictive power and other cultural orientation is founded on Hofstede’s (1980b:44) five cultural dimensions which are reviewed in section, 2.6.3.1. A brief review of *Ubuntu* literature and relationship with service quality behaviour is now provided.

1.5.4 *Ubuntu* and service quality behaviour

Previous research (Karsten & Illa, 2005:613; Browning, 2006:1335; Msila, 2008:69; Sigger, *et al.*, 2010:39) confirmed that the concept of *Ubuntu* might also be seen as universal humanistic values that can be applied in other modern forms of management and tourist hotel accommodation organisations. Karsten and Illa (2005:613) argued that a proper African management system – like the concepts suggested in extensively used American and Japanese management – generates a variety of managerial practices and distinctive sets of guidelines. Msila (2008:69) affirmed that similar dimensions could be extrapolated from an *Ubuntu* context and that these are not unfamiliar to Western thinking, because sharing, brotherhood, dignity, and trust when dealing with strangers exists in Western management contexts. An evaluation of the promise of *Ubuntu* and its relationship with employee-work behaviour, such as service quality delivery, linked with the concept of *Batho Pele* (people first) is discussed in detail in Chapter 3 (see sections 3.6.5 and 3.6.6).

As referred to by other researchers (Karsten & Illa, 2005:613; Msila, 2008:69; Sigger *et al.*, 2010:5), the call for a global management thinking that integrates the universal elements of management approach for organisational effectiveness has been argued. This is based on the fact that African management philosophy centres in people management (Mbigi & Maree, 2005:93; Strydom, 2012:81), whereas Western and Asian geniuses in management tended to lie in technical innovation and process improvement respectively (Voigt & Laher, 2009:42; Strydom (2012:81). This study

explores the relationship between frontline managers' OC, organisational variables such as HRM practices (fair recruitment, selection, training and development, performance work rewards/compensation, and employee retention) and the influence of *Ubuntu* values (compassion, group solidarity, survival, and respect & dignity) in delivering consistent service quality. The critical role of frontline managers who interface between guests, top management, and frontline employees is highlighted in section 3.1.3. However, one of the deficiencies, reviewed in section 1.4.1, in the South African hospitality literature is that with the exception of Browning (2006), most OC research tended to focus on non-managerial (frontline) employees and rarely studied frontline managers as a sample. There is also very limited research that examines the influence of *Ubuntu*, as part of a style of management in employee-attitudes and behaviour in the context of hospitality generally. This is one of the gaps that this programme of research aims to fill and in doing so, extends the OC research. The broad objective of this study is now provided.

1.6 RESEARCH OBJECTIVE

This study focuses on the relationship between employee OC and service quality as well as the influence of *Ubuntu* as a culture. The main objective was to explore the influence of positive managerial practices, the role and influence of *Ubuntu* collective values and individual factors towards frontline managers' OC, to improve and promote a service quality behaviour culture and extend the national tourism service excellence strategic framework in the context of South African tourist hotel accommodation sub-sector. As a result of the extensive literature reviewed on the antecedents, predictors, and consequences of employee OC, coupled by the influence of culture and the promises of *Ubuntu* concept, a conceptual framework is developed and substantiated in Chapter 2 (see Figure 2.5) and Chapter 3, (see Figure 3.5).

The extensive pertinent conceptual and theoretical literature reviewed in Chapters 1 and 2 suggest the need for a complementary quantitative model in order to verify the mediating influence of *Ubuntu* values captured during the interview discussions in the commitment and service quality behaviour building process. Therefore, the proposed theoretical and conceptual framework (see Figure 1.8) helps to develop the hypothesised theoretical research model in Chapter 2 (see Figure 2.5) and complementary model 2 in Chapter 3 (see Figure 3.5).

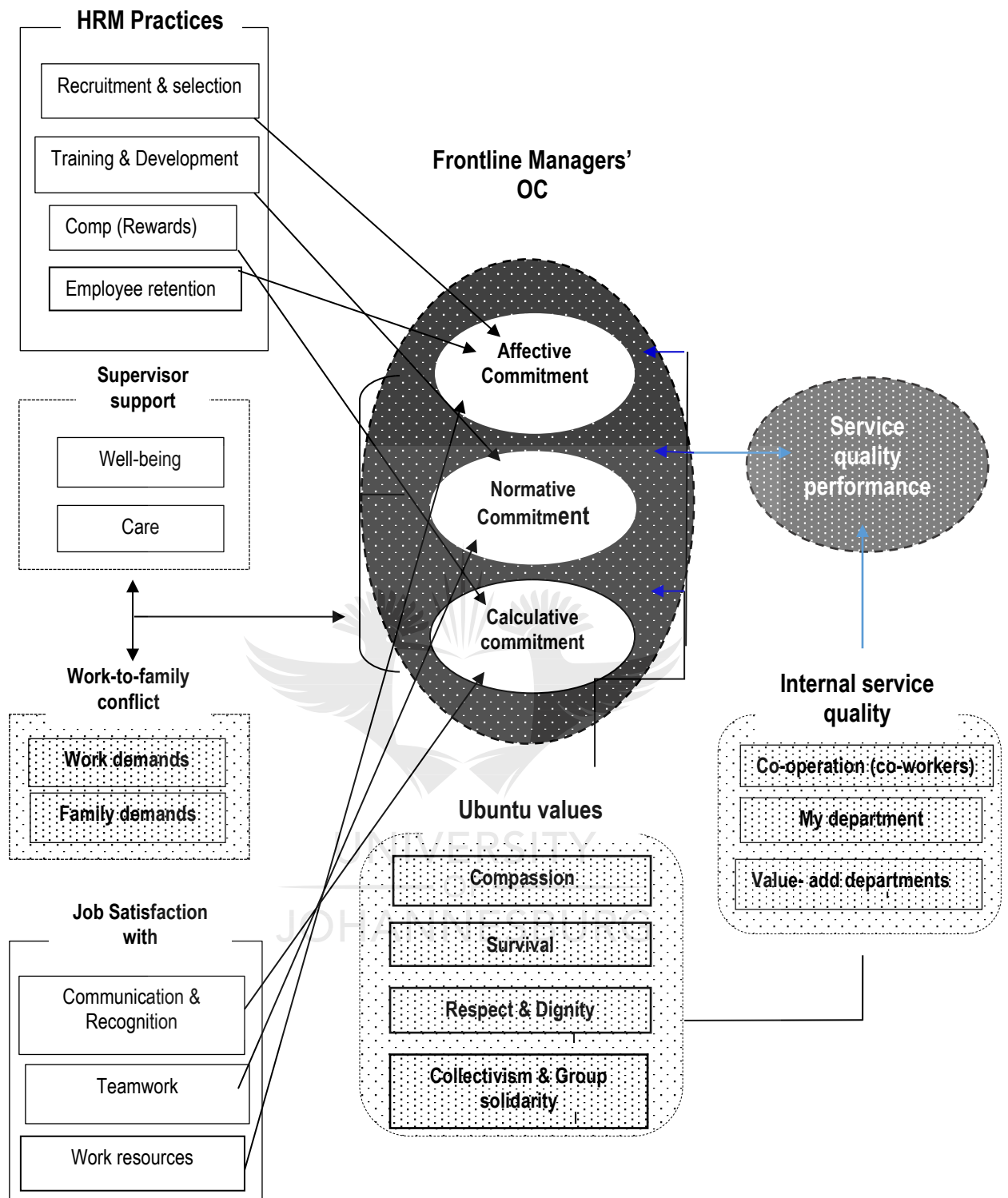


Figure 1.8: The study's theoretical and conceptual framework for the research method

Source: Researcher's own compilation (2017)

As illustrated in Figure 1.8, the proposed theoretical and conceptual research model highlights the direct and indirect relationship between OC and dichotomous variables of interest in this study. The model suggests that frontline managers' OC is a function

of factors such as HRM practices, work-family-conflict (work role interference with family, and family interface with work), and their perceptions of organisational/supervisor support. However, the preliminary model in Chapter 2 (see Figure 2.5) predicted that the relationship between both HRM practices, POS, and overall employee JS would directly influence employee OC. The second part of the theoretical model predicts that supervisor trust, ethical culture, perceived supervisor support, and internal quality relationships would be influenced by the national culture of the supervisor and co-workers, which would affect service quality behaviour. The second complementary hypothesised research model in Chapter 3, (see Figure 3.5) predict that two intervening variables (internal service quality and *Ubuntu* values) would moderate the relationship between frontline managers' OC, behaviour, and service quality performance.

1.6.1 Importance of the research issue/problem

Within the international literature, there is rapidly growing abundance of research (Shoss *et al.*, 2013:159; Nzimakhwe, 2014:32; Kurtessis, Eisenberger, Ford, Buffardi, Steward & Adis, 2015:2; Vui-Yee, 2015:83; To *et al.*, 2015:15; Domínguez-Falcón *et al.*, 2016:500; Huhtala & Feldt, 2016:10; Jung & Yoon, 2016:65; Kim *et al.*, 2016:574; Naudé & Kloppers, 2016:62; Olsen, Sverdrup, Nesheim & Kalleberg, 2016:399; Srivastava & Dhar, 2016:363; Zhao, 2016:2428; Li, Kim & Zhao, 2017:201) which suggests that motivated employees, via improved HR practices (positive managerial practices), understanding of cross-cultural influences and organisational support platforms, reap a wide array of outcomes. These include organisational outcomes, such as employee OC, and organisational performance outcomes such as service quality. Despite these important areas of research, there are several contextual organisational characteristics in terms of the role of frontline managers in service delivery that are not clearly established in South Africa. These issues need to be isolated because they might plague the development of a collective-working culture and service excellence culture, which could ultimately impact on the sustainability of tourism industry (Limpanitgul, Boonchoo, Kulviseachana & Photiyarach, 2017:23). The isolation of critical areas in the South African tourist hotel accommodation may not only enable this important sub-subsector of tourism to understand the value of frontline managers' commitment but help the entire industry to plan the development and improvements in critical wanting areas.

Whether the platform is improved HR practices, organisational and management support, or employee JS factors, frontline managers' OC and service quality behaviour is most predicted by a variety of personal characteristics (age, gender and cultural backgrounds-individualism-collectivism), in addition to organisational and role-related characteristics (work experiences, co-worker, and group leader-relations) and the interference of dual roles (work and family). Chief among these are positive managerial practices, understanding the importance of cultural influences, and top management commitment, which are purported among the platforms of engaging frontline managers in continuous improvements that develops commitment towards service quality (see section 3.1.3).

Since tourism industry stakeholders are working proactively alongside the national department of tourism towards developing the tourism industry (Rogerson and Visser, 2004: 5; Maumbe & van Wyk, 2011:364), they have the opportunity to explain the South African NTSES. Specifically, how NTSES can be used as tool for measuring current service quality levels to plan and direct service strategic improvements. The research problem is that the South African tourism industry stakeholders (government, industry, higher education institutions, and sector education training authorities) have not been able to effectively assist the development and strategic improvements of the integrated approach to the NTSES (see section 3.3.1.1). This study aimed to address the problem of frontline employee service attitudes and low levels of OC from the perspective of frontline managers in the context of South African tourist hotel accommodation.

1.7 RESEARCH QUESTION

The main research question is: How can the influence of positive management practices, *Ubuntu* style of management, and individual factors contribute to frontline managers' OC in order to improve and promote service quality culture, thereby extending the national tourism service excellence strategic framework in the context of South African tourist hotel accommodation sub-sector?

1.7.1 The secondary research questions

Table 1.5 details the specific research questions (RQ) that this multiple-method study addressed.

Table 1.5: Secondary research questions

No.	Research Questions
RQ 1:	Which components of HRM policies and practices (employee selection & recruitment, training and development, compensation, employee retention) contribute positively to frontline managers' OC, and can be identified from the models and theories of HRM?
RQ 2:	Which aspects of organisational support theory – POS (facilitated by supervisor satisfaction, anticipation of the employee future value, appreciation of extra-effort, employee goals and opinion, fair pay, job enrichment, use of employee talents, satisfaction on the job, care and well-being) do frontline managers consider more important in developing high levels of OC?
RQ 3:	Which dimensions (communication and recognition, teamwork, resources), identified from the models and theories of JS, most predict frontline managers' overall JS and OC in the South African tourist hotel accommodation sub-sector?
RQ 4:	To what extent do work-roles (demands) interfere with family roles among frontline managers in the South African tourist hotel accommodation sub-sector?
RQ 5:	To what extent do family-roles (demands) interfere with work roles among frontline managers in the South African tourist hotel accommodation sub-sector?
RQ 6:	To what extent is employee OC influenced by <i>Ubuntu</i> values (facilitated by management that shows compassion, solidarity, survival, respect and dignity, and collectivism) in the South African tourist hotel accommodation?
RQ 7:	Which traditional (<i>Ubuntu</i>) values, of importance to frontline managers, contribute positively to internal service quality in the South African tourist hotel accommodation?
RQ 8:	Which aspects of internal service quality (cooperation, commitment of co-workers, understanding between value-adding departments) influence frontline managers' service quality performance to the internal customers in the South African tourist hotel accommodation?
RQ:9	How do frontline managers' OC (AC, CC, and NC) influence employee service quality performance?

Source: Researcher's own compilation (2017)

1.7.2 Research methods

This section provides an overview of the conceptual framework and methodology used in this study. The conceptual and methodological developments were broadly divided into two phases for this programme of research.

1.7.2.1 Phase 1: Theoretical study

It begins with the theoretical underpinnings derived from the body of OC in OB and economics literature as well as the conceptual development of the OC trends used for investigation in a hospitality context. The literature review investigates specific literature from the mainstream economics and OB disciplines relating to OC and

associated antecedents and consequences including HRM practices, work-to-family conflicts, organisational support, JS and work performance, in accordance with the following steps:

- *Step 1:* Theoretical and conceptual foundation of OC (Chapters 2 and 3);
- *Step 2:* Identification of OC antecedents and consequences (employee service quality behaviour and performance); and
- *Step 3:* Integration of empirical studies and hypotheses development.

1.7.2.2 *Phase 2: Empirical study*

In order to effectively conduct the proposed research investigation and test the conceptual research model (Figures 2.6 and 3.5), both qualitative and quantitative research approaches have been used (see sections 4.3.1 to 4.3.3). Conducting the three-stage research entails the following steps:

Population and sample:

- *Stage 1:* The population for the qualitative study consists of seven South African hotels and four universities, 10 hospitality academics and 15 hotel frontline managers of this study, which is the total convenient staff complement of the research organisations (see section 4.3.1).
- *Stage 2:* For the Delphi study, the sample consists of eight purposefully, selected professional independent reviewers, six Nguni-language speaking people, and two English speaking with good theoretical knowledge of the underlying constructs of this study (see section 4.3.2).
- *Stage 3:* The population for the quantitative-survey consists of 56 tourist hotel accommodation establishments. The sample consists of 336 frontline managers (see section 4.3.3). The sampling methodology used is that of convenience sampling. This is because most of the employees of the research organisations operate mostly on seasonal conditions (e.g. high and low season), and shift work and in the case of tourist hotels where some are in remote areas. The sample demographic questions, for the study consists, for example, of hotel star grading, number of years in the organisation, gender, age, marital status. In terms of study variables, measuring instruments consist of OC measures.

The measures for this dependent variable incorporate the three components of affective, normative, and calculative psychological mindsets. The independent variables include human resources management (HRM) practices, perceived organisational support, work-to-family conflict, employee job satisfaction, *Ubuntu* measures, internal service quality (ISQ) and service quality performance measures (see section 4.7.3). The psychometric properties of these measures are evaluated and reported in Chapter 4. The rating scales range from (agree = 4, strongly agree = 5 to strongly disagree = 1).

Data collection:

- *Stage 1:* Section 4.5 describes the data collection procedures for the qualitative phase, which consists of exploratory semi-structured interviews, conducted one-on-one with all 25 participants.
- *Stage 2:* The Delphi survey technique is used to collect the input, views, and the degree of agreement or disagreement on the scores that evaluate the development of *Ubuntu* measurement items from the eight participants.
- *Stage 3:* Survey questionnaires are distributed via mail to the general managers of the 56 hotels to help with the distribution of questionnaires to the 336 respondents. Return envelopes are included for completed questionnaires, thereby assuring anonymity.

Data analysis:

- *Stage 1:* Atlas ti. Version 8 is used to code the transcribed interview data. The specific methods for analysing the qualitative data consists of content analysis, constant comparison (template analysis) as described in section 4.5.4.
- *Stage 2:* The data collected from the Delphi survey technique is analysed using average scores in an excel spreadsheet (see 4.6.1.1).
- *Stage 3:* For the quantitative study phase, the SPSS (Statistical Package for the Social Sciences) version 25 programme is used to analyse data. The analysis is subject to reliability statistics, frequencies, and a variety of multivariate data analysis including factor analysis, correlational analysis, and structural equation modeling.

1.8 THEORETICAL BASES AND THE ORGANISING THEORETICAL FRAMEWORK

Based on previous research, it was logical to view employee OC in the tourist hotel accommodation sub-sector within a motivational framework. Four fundamental theoretical frameworks adapted from the economics, organisational behaviour (OB) and cross-cultural research guided this study. Within these frameworks, utility and expectancy theories, need-satisfaction model, Fishbein behavioural intentions model, and cultural dimensions' theory are covered comprehensively in section 2.6. Together, these theories provided an organising theoretical lens from which to explore and describe frontline managers' work orientations, attitudes, and behaviour. The need-satisfaction model for example, is used as a theory of job motivation as well (Salancik & Pfeffer, 1977:427), which suggests that needs, motives, and satisfaction are intertwined in many traditional theories of human behaviour. A need-satisfaction theoretical model according to Salancik and Pfeffer (1977:427) has been ubiquitous in studies and writings on job attitudes and, by extension, motivation and other organisational performance improvement issues.

The study is also open to a variety of mega-theories as general framework for the development approach taken in this study; namely, organisational change theory, strategic contingency theory, and intellectual capital theory. These theories are integrated with the conceptual perspectives (Chapter 2), and the findings (Chapter 6). These theories are adapted in HRM practices and organisational strategy and development to argue that individuals usually behave in ways that are consistent with role definitions, as well as those that seek balance between the demands of work and social support. The bases of these theories in this study suggest that individuals with positive work experience and sufficient support from organisations are likely to experience better well-being and contribute positively to organisational goals.

Organisational change theory, defined as a process by which organisations move from their present state to some desired future state to increase their effectiveness (Zelle, 2009: Online), influence peoples' attitudes and behaviour in response to many developments taking place in the internal and external environment. Whereas, strategic contingency theory and intellectual capital theory argue that there is no one best strategy for managing people in organisations (Peters & Waterman 1982:22-23; Snell, 1992:292), instead, the overall corporate strategy and feedback from the

environment would dictate the optimal strategies, policies, objectives and tasks in HRM. Overall, this means, “the productive capacities of human beings as income-producing agents in the economy, as well as the present value of past investments are in the skills of people” (Baptiste, 2001:185).

1.9 THE STUDY'S RESEARCH CONTRIBUTIONS

This research makes at least four substantive contributions to the existing body of literature on employee OC and management commitment to service quality. First, this multidisciplinary research contributes towards the definition of employee OC and reconceptualises it by providing greater operationalisation and construct clarity, (see section 3.4.1) in the context of South African hospitality management, than exist in the literature. Given the nature of the hospitality sector, linking the construct with hospitality management generally, it was possible to operationalise frontline managers' OC in this study from a behavioural and motivational perspective linked with work outcomes. This perspective affirmed the view that a complex construct like OC may only be consistently measured and studied if it is clearly understood and defined.

Consistent with the work motivation and behavioural intentions frameworks discussed in Chapter 2 (see section 2.6.1.1), further indicating a multidisciplinary approach for this research, it was possible to develop a concise operational definition encapsulating a bilateral relationship and particular focus between two parties. Such a contribution to the literature helps to increase the global understanding of the nature of commitment, futuristic direction, and consistent approach to the study, along with the measurement of employee OC, in particular across OB and management disciplines.

The second contribution relates to the development of more clearly defined *Ubuntu* constructs, antecedents, and multidimensional measurement scale, than is in the literature. Although there is an abundance of academic, practitioner work focusing on the term *Ubuntu* and its principles, this work provides limited insight to what constitutes *Ubuntu*, including how it should be measured in an organisation. For most *Ubuntu* studies, which were both theoretical and conceptual in nature, delineating clearly defined *Ubuntu* constructs and measurements seemed not to be their focus, hence, the limitations in section 3.6.1.1. Most *Ubuntu* elements identified in the literature tended to focus only on the positive, discounting the possibility of relevant negative

elements that could aid an understanding of *Ubuntu* to its full potential; power mechanisms and limitations.

Furthermore, as these studies are conceptual, they do not develop or suggest measures for the construct to test its collective-cultural influence recommended by cross-cultural research (Hofstede, 1980b, 1983, 2011; House *et al.*, 2004). This research significantly extends the prior research on *Ubuntu* by further unpacking what comprises its constructs (compassion, group solidarity, survival, respect, and dignity) through identifying a more comprehensive set of features that constitutes individualism-collectivism and the power distance notion, and developing item measures of all these constructs. In this study, the motivational and behavioural effect of *Ubuntu* constructs is considered within the context of the hospitable nature of the hospitality service, and among others, teamwork, managers' genuine care and physical and emotional presence as well as 'belongingness', or "I am-because you are". These aspects present a different application of *Ubuntu* principles than investigated by previous writers on *Ubuntu* (e.g. Mangaliso, 2001; Nussbaum, 2003; Poovan *et al.*, 2006; Sigger *et al.*, 2010; Brubaker, 2013, Qobo & Nyathi, 2016).

The third contribution of this research is the test of a need satisfaction, motivation (McGregor, and Vrooms theory), and Fishbein-Ajzen behavioural intentions (BI) framework. The relationships between the variables of interest in this study helped not only examine how managers view employees, but also work financial and non-financial characteristics and effect on behaviour within these frameworks. This research becomes one of the rare initiatives to incorporate an empirical test of the conceptual ideologies in work motivation theories in studying employee OC in the South African hospitality sector.

By virtue of the above, a revision of conceptual models of employee OC that enhance and increase understanding of the nature and functioning of employee commitment, linked with financial and non-financial rewards has been developed. Such an OC model appears to provide, although in its infancy, a useful organising mechanism and framework that could help classify different types of organisational-work characteristics as conditions that facilitate the future direction and improvement of employee OC, service quality behaviour, and work performance outcomes.

The last contribution that this research makes is the corroboration of previous research, which tended to employ a single method of studying OC by integrating three methods

in a triangulation approach. This in turn increases insights into the OC concept from various vantage points.

Most hospitality research has implemented less research that combines the research methods in a single study; either qualitative or quantitative method has been used when examining the employee OC relationship studies. More practically, there has been limited systematic empirical research that has tackled the nature and influence of OC on work performance behaviour employing a multi-method approach, as is the case in this research. This research addresses this void in the literature by incorporating three research stages and exploring the concept of OC qualitatively utilising semi-structured interviews with 10 hospitality academics and 15 hospitality frontline-managers, and incorporating story telling in this process. The development of measurement scales, which followed a rigorous process entailing inductive and deductive approaches recommended in the literature, was conducted among a sample of 336 hospitality frontline managers. This included, member check, professional review of both interview guides and questionnaire measures, followed by a Delphi study conducted with a diverse sample of Nguni-language speaking, and English-language speaking and knowledgeable participants. The study contributes to further development and significance of method and data triangulation approaches recommended by Greene, Caracelli and Graham (1989:256).

1.9.1 Conclusion

This multidisciplinary research study provided the broad context of tourism as a major industry within which hospitality-hotel accommodation resides. The chapter broadens the view of common predictors of the employee OC and provides a more complete conceptualisation that is consistent with the employee understanding of this concept. This is particularly so, as hospitality frontline managers' psychological states, affective- and normative OC represents a multidimensional concept linked to other related concepts such as internal service quality, southern Africa-Nguni concept of *Ubuntu* and Hofstede's (1983, 1991, 2011) cultural dimensions as moderating mechanisms between OC, team cohesion and service quality behaviour. In summation, this introductory chapter provides the research objectives, organising theoretical framework followed by the proposed research models, research problem, research questions, and research method that form the focus of this thesis. As such, an outline of this entire thesis follows.

1.9.2 Thesis outline

The thesis is organised into seven chapters as follows:

- *Chapter 1:* Sets the scene for the thesis. It provides an introduction with a particular focus on the research context, and objectives underscoring this programme of research. Critical issues which informed the theoretical framework and the conceptual research model followed by research problem and the research questions were addressed by this research.
- *Chapter 2:* Provides an interdisciplinary view of the OC, and its meaning and origins from a theoretical standpoint found in the mainstream literature (economics, OB, and management). Other theoretical frameworks including cultural dimensions, work motivation, and behavioural intentions are highlighted in this chapter. Models of the antecedent variables and empirical studies highlight the possible relationships and consequences of employee OC (see Figure 2.5).
- *Chapter 3:* Proposes a complementary research model of frontline managers' OC and service quality behaviour through platforms such as improved organisational factors (HRM), the influence of *Ubuntu*, and internal service quality (ISQ). The context is South Africa's tourist hotel accommodation. Employee OC is operationalised from various vantage points, and approached from a motivational standpoint. The major contribution of Chapter 3 includes the extension of OC theory by incorporating the influence of *Ubuntu as a culture*. This leads to the research design and methodology in Chapter 4.
- *Chapter 4:* Defines the research methodology and justifies the philosophical foundation, paradigm and research methods used, and explains how the programme of this research is carried out. The empirical research component that involves three stages in a triangulation approach is described. The outline in this chapter discusses at length the research design, and provides an overview of how the three-research stages build upon each other, which, in turn test the proposed research models (see Figures 2.6 and 3.5).
- *Chapter 5:* Presents and discusses major conceptual and factual findings from the qualitative interviews and compares them within the national and international theoretical and empirical literature. This is followed by implications

for theory development and practical implications for hospitality leaders and managers. This is illustrated in Chapter 7.

- *Chapter 6:* Reports findings from the quantitative questionnaire survey. The demographic profiles are provided, then the measurement scales for assessing the level of OC, and the relationship with financial and non-financial characteristics of work are refined and confirmed. This leads to the descriptions of empirical results linked with the hypothesised relationships in the proposed model of OC. (re – removed)
- *Chapter 7:* Ties all three stages of the study together. It revisits the objectives of the study and integrated the findings illustrating how this programme of research extends the OC, commitment to service quality frontier and NTSES (Figure 7.1). Finally, the significance and implications of this research, its limitations and future directions are discussed.



Chapter TWO

Theoretical and Dimensional Perspectives of OC: A Review of the Mainstream Literature

2.1 INTRODUCTION

The aim of this chapter is to review and evaluate the theoretical development of the concept of OC, followed by a review of the proxy variables commonly predicted as having an influence on employee OC. The concept of employee OC, therefore, is the dependent variable of interest in this study. More specifically, frontline managers of tourist hotel accommodation are the focus of this programme of investigation. The definition of a frontline-manager is provided in Chapter 3, section 3.1. Understanding why some frontline managers exhibit higher levels of OC than others is becoming increasingly important. The reason for this is that, generally, employee OC has implications for the efficiency and effectiveness of hospitality organisations such as tourist hotel accommodation and the economic sustainability of a tourist destination like South Africa. Therefore, the central research question addressed by this programme of research is:

“How can the influence of positive managerial (HR) practices, *Ubuntu* style of management, and individual factors contribute to frontline managers’ OC in order to improve and promote service quality behaviour culture thereby extending the national tourism service excellence strategic framework in the context of South African tourist hotel accommodation sub-sector”?

The research question has attracted the interest of economists and organisational behaviourists (OB) for several decades (see sections 2.2.1.1 and 2.2.1.2). However, theories and concepts including empirical research approaches taken to investigate this phenomenon varied greatly. Therefore, the aims of this chapter are to:

- Evaluate the theoretical foundation of OC from the economist and OB perspectives;
- Explore the various approaches to employee OC and their development over time.

- Discuss the organising theoretical framework for the study, synthesising various OC concepts, theoretical perspectives, similarities, and discrepancies;
- Identify a perspective suitable to study frontline managers' OC by drawing from a fundamental understanding of OC located in secondary literature; and
- Identify empirical studies of employee OC and developing the hypothesised relationships for inclusion in the research investigation.

2.2 CONCEPTUALISING OC

This section explores the conceptualisation of OC from various angles. The approach used to search for the literature identified in section, 1.5.1.1, indicated that from as far back as 1960 to 2010, considerable research has been devoted to conceptualising and developing predictive models of most commonly proposed determinants (variables) of employee OC. In light of the devotion to conceptualising OC since the 1960s, the similarities and limitations inherent in the various approaches used to conceptualise OC are given as a starting point.

2.2.1 Limitations of OC research

The review provided in Table 2.1 shows important similarities and discrepancies that exist in the conceptualisation and development of OC approaches and theories. Without doubt, evidence exists to indicate that side-bets theory did not examine the employee OC and identity that which is central to understanding why individuals make side-bets, and why certain lines of actions are valued (Meyer & Allen, 1984:374; Burke & Reitzes, 1991:240).

Table 2.1: The conceptual differences and discrepancies of OC (1960-2010)

Period	Theoretical perspective	Central idea	Limitations
1960 to 1972	One-dimensional – Voluntary turnover as main behaviour directly affected by OC.	A person's relationship with the organisation is based on the contract of economic exchange behaviour.	Unsatisfactory content and discriminant validity – commitment scales criticised for not measuring side-bets theory.
1971 to 1982	One-dimensional – Based on an exchange theory and strong ties between commitment and voluntary turnover behaviour.	A person's identification and involvement with the organisation is based on an attitude of strong acceptance, participation, and loyalty.	High reliability and discriminant validity.
1984 to 1997	Two-dimensional – AC, CC based on instrumental exchange and psychological attachment.	Deeper attachment is based on identification and internalisation.	Many scales measuring different aspects of commitment.
1990 to 2000	Three-dimensional – Perspective of AC, CC, NC relating to motivational theories.	Based on employee's behaviour, whether he/she needs to, wants to, and ought to belong to an organisation. However, researchers seem to question the high overlaps between the AC and NC the lack of clear dimensionality in the CC dimension.	Measurement scales have high Cronbach alphas, but not free from limitations. It was argued that both AC and CC scales have not been able to reflect a "high sacrifice" theme and affective content (Jaros, 2007:23).
2001 to 2010	Too much focus on variable-centred rather than person-centred approaches.	Straightforward process that correlate X with Y. Difficult to comprehend and answer research questions with the introduction of multiple components and multiple foci.	Research approaches taken to predict relations between OC variables generally remained the same (Meyer, Stanley & Vanderberg 2013:194).

Source: Researcher's own compilation from the literature (2017)

The theoretical implications to be drawn from Table 2.1 signified that the economist and OB disciplines provided diverse concepts and theoretical perspectives which many empirical studies adopted resulting in fruitful examinations. However, the variety of approaches had various drawbacks, which rendered it difficult to compare empirical findings. The range of approaches also introduced difficulties in potential collaboration between researchers. Besides, data has been collected through different OC conceptions and measures, which brought methodological concerns such as inconsistent correlation coefficients (Meyer & Allen, 1984:374; Tett & Meyer, 1993:261; Jaros, 2007:23). It was argued that findings from such approaches and methodologies

impede the global understanding of the employee commitment process. In agreement with Tett and Meyer (1993:261), it is argued that research that integrates various perspectives with the aim of constructing a solid and unified theoretical base is needed. OC was initially defined and studied as a unidimensional construct that tied employee's emotional attachment to an organisation or to the costs associated with discontinuing employment. As result of the primary (original) literature sources, classified as primary texts and secondary literature sources that provide background commentaries on primary texts (Trafford & Leshem, 2008:72), it was found in the body of knowledge that using the funnel structure approach (see Figure 1.7) identified OC as first appearing in the economics and OB disciplines.

Researchers from the economics and OB disciplines attributed the conception of OC to Howard Becker (1960). Subsequently, several studies (Grusky, 1966; Kanter, 1968; Brown, 1969; Ritzer & Trice, 1969; Stebbins, 1970; Hrebiniak & Alutto, 1972) have advanced and empirically explored the concept in various contexts (see section 2.2.2). The economics literature provided general conceptual models primarily from three facets of employee OC, namely, role taking (on-going activity), consistent lines of activity (organisational tenure), and economic exchange rationale (side-bets). Both time and side-bets influences were viewed as those facets that produces a person's willingness to remain attached in the organisation (Becker, 1960:35; Katz & Kahn, 1966:186). The conventional neoclassical models appeared to be essentially a theory of cognitive continuance commitment (Kanter, 1968:504). In contrast, one of the models illustrated in Figure 2.1, which had fallen under the auspices of economic exchange rationale (Stevens *et al.*, 1978:382), provided a theory of role taking and employee continuance commitment (CC).

During the mid-1980s and the 1990s, researchers (Bateman & Strasser, 1984:95; Mowday *et al.*, 1979:225, 1982:27; O'Reilly & Chatman, 1986:493; Mayer & Schoorman, 1992:673; Meyer *et al.*, 2002:21) extended these primary conceptions as they found that OC was a complex and multidimensional concept that can be studied in many ways. The broad theoretical perspectives found that OC can be described in multiple dimensions in terms of employee attitude and behaviour as well as multiple referents (the organisation, supervisor or co-workers) (see section 2.4). For instance, the review of the OC dimensions provided in Table 2.2 indicates that OC is influenced by diverse employee attitudes (e.g. moral involvement, investment, identification and social involvement).

Table 2.2: Dimensions of the OC concept

Period	Author (s)	Dimensions
1960s	Etzioni (1961)	Moral involvement, calculative and alien involvement.
	Kanter (1968)	Continuance commitment, cohesion and control commitment.
	Ritzer and Trice (1969)	Cost-induced commitment and loyalty.
1970s	Sheldon (1971)	Both investment and social involvement produce identification with the organisation.
	Hrebiniak and Alutto (1972)	Pay, job freedom, status, and friendliness of co-workers.
	Porter <i>et al.</i> (1974)	Strong belief in and acceptance of the organisational goals and values. Willingness to exert considerable effort on behalf of the organisation. A strong desire to maintain membership in the organisation.
	Staw (1977)	Behavioural commitment and attitudinal commitment.
	Stevens <i>et al.</i> (1978)	Normative commitment and exchange commitment.
1980s – 1990	Wu and Yang (1982)	Values commitment, effort commitment and retention commitment.
	Reichers (1985)	Attributions, exchange and individual/organisational congruent goals.
	O'Reilly and Chatman (1986)	Identification, compliance commitment, and involvement.
	Allen and Meyer (1990a)	Affective commitment, continuance commitment, and normative commitment.

Source: Researcher's own compilation based on literature (2017)

Based on the above, a multidimensional perspective of OC (AC, CC, NC) from an economics and OB disciplines is discussed in section 2.3.

2.2.1.1 *The economist conceptualisation*

The conceptualisation of OC and its sub-component-calculative/continuance commitment (CC) within the economic discipline was considered within the context of side-bets and economic exchange rationale theories (Becker, 1960:33; Ritzer & Trice, 1969:475; Stebbins, 1970:527; Stevens *et al.*, 1978:383). These early theories identified employee's recognition of (a) the magnitude of the costs and profits awareness involved as penalties when one leaves a job, (b) the time spent for acquiring

non-transferable skills (tenure), (c) the seniority privileges (status), and (d) lack of alternative employment linked with individual-organisational transactions as important and distinctive dimensions of employee calculative OC.

The emphasis of Becker's (1960:35)⁴ side-bet theory appeared to be on the quantitative exchange relationship. Thus, its logic was underpinned by employee age, intrinsic costs and benefits (loss of increases in pay, pension fund and seniority privileges) associated with employee's continued employment (tenure). By implication, Becker (1960:33) operationalised OC as a "disposition to engage in consistent lines of activity resulting from accumulation of 'side-bets' which would be lost if the activity were discontinued". Table 2.3 provides a summary of studies, which exemplified Becker's (1960) side-bet theory.

Table 2.3: Calculative commitment (CC) based on side-bets theory

Behavioural facets of OC	Central idea	Literature sources
Side-bets (calculative commitment)	Commitment comes into being when a person, by invoking side-bets, "has acted in such a way that involves other interests of his, originally extraneous to the actions he/she is engaged in".	Becker (1960:35), Ritzer and Trice, (1969:475), Hrebiniak and Alutto (1972:556) ⁵ .
Continuance commitment (CC)	Continued participation in the organisation emphasises "cognitive continuance commitment". Denote the impossibility of choosing a different organisation because of the sacrifice and penalties involved in making the switch.	Kanter (1968:504), Stebbins (1970:527), Stevens <i>et al.</i> (1978:381).
	Commitment viewed on the basis of perceived cost (CC). CC was conceptualised as that which tied the person to the organisation and the consistent lines of action. Age and tenure considered as antecedents of CC.	Amernic and Aranya, (1983:322), Bateman and Strasser (1984:95), Meyer and Allen (1984:372), O'Reilly and Chatman (1986:493)
	Employees with strong CC remain with the organisation because they need to.	Allen and Meyer (1990b:3)

⁴ Calculative OC tied the person to consistent lines of activity (outcome of side-bet) overtime and across situations (Becker, 1960:35). The theory suggested that commitment should be measured by evaluating the reasons, if any, causing the person to leave.

⁵ Besides the initial scales developed by Ritzer and Trice (1969:475) and Hrebiniak and Alutto (1972:556), the influence of side-bets theory is evident in Meyer and Allen's (1991) CC scales.

As is evident in Table 2.3 that economists within the economic discipline portrayed OC as an external expression of decision, meaning that the employee's recognition of costs (cost benefits) was a simple means to a desired end. Consequently, this perspective conceptualised employee OC mostly in terms of perceived costs or the recognition of the magnitude of cost benefits, availability of alternatives and the penalties involved with discontinuing employment. Even though the meta-analysis study of Cohen and Lowenberg (1992:1016) identified 11 variables of CC, this conceptual view considered that only the number of years with the organisation was under the employee's control.

To conclude, the summary of findings in Table 2.3 signified that much research exemplifying Becker's (1960) theory was conducted during the 1970s and 1980s, which dominated the theoretical approaches of OC (Wiener, 1982:421; Amernic & Aranya, 1983:322; Bateman & Strasser, 1984:95; Meyer & Allen, 1984:372; O'Reilly & Chatman, 1986:493). It is within this approach that the standard neoclassical theory of side-bets (most widely used economic theory) appears in most OC research today. Next, an overview of OB and multidimensional approaches to employee OC is presented.

2.2.1.2 *The OB conceptualisation*

The conventional concept of OC on the basis of side-bets was subsequently challenged by OB researchers (Bateman & Strasser, 1984:95; Meyer & Allen, 1984:372; Allen & Meyer, 1990:3, 1991:61; Burke & Reitzes, 1991:240). The summarised findings of the facets of employee OC in Table 2.4 showed that OC in the OB research is widely conceptualised from an attitudinal viewpoint as comprising of (a) identification and involvement of a person to the organisation. This is followed by (b) a strong belief in and acceptance of the goals and values of the organisation and (c) the role for a person's own sake in that employees devote a great deal of effort on behalf of the organisation (Mowday *et al.*, 1979:225, 1982:27).

Table 2.4: OB conceptualisation of OC

Facets of OC	Remarks	Literature sources
Identification and involvement	Involves the strength of an individual in accepting goals and values of the organisation and willingness to devote considerable effort while maintaining membership with the organisation.	Porter <i>et al.</i> (1974:604), Steers, (1977:46), Mowday <i>et al.</i> (1979:225).
Affective attachment	Reflects employee orientation (feeling of the need to belong) toward the organisation which links the identity of the person to the organisation.	Sheldon (1971:143), Porter <i>et al.</i> (1974:604). Meyer and Allen (1984) ⁶ , O'Reilly and Chatman (1986).
Cohesion commitment	Involves an affective attachment of an individual's fund of affectivity and emotion to the group.	Kanter (1968:507), Buchanan (1974:535).
Identity commitment	Emphasises infusing the roles and social structure with self-motivated behaviour. It draws from identity theory, which suggests that commitment links the individual to an identity (the social structure) and not the line of action or the organisation.	Burke and Reitzes (1991:239)

Source: Researcher's own compilation from the literature (2017)

As seen in row 1 of Table 2.4, the OB conceptualisation of employee OC from an attitudinal perspective exemplified Mowday *et al.*'s (1979:226; 1982:27) classical definition. Most studies (Wiener, 1982:419; Morrow, 1983:491; Meyer & Natalie, 1984:372; Bateman & Strasser, 1984:95; Ashforth & Mael, 1989:23; Allen & Meyer 1990a:2; 1990b:849; Becker, 1992:233; Mayer & Schoorman, 1992:673; Cohen, 1993:1140; Putterill & Rohrer, 1995:57; Becker, Billings, Eleveth, & Gilbert, 1996:465; Meyer *et al.*, 1998:32; Tansky & Cohen, 2001:287; Meyer *et al.*, 2002:20; Cohen, 2007:338; Huang & Hsiao, 2007:1265) in the OB literature have cited Mowday *et al.* (1979) OC conceptualisation. The emphasis of Mowday *et al.*'s (1979/1982) definition is that it offers a different conception for better understanding employee OC, suggesting employees want to remain with and contribute towards the organisation.

Becker (1960:33) defined OC from an employee behavioural view as "a disposition to engage in consistent lines of activity" as a result of the accumulation of "side bets", that would be lost if the activity were discontinued. In contrast, Mowday *et al.* (1979:226)

⁶ Based on the criticism of Porter *et al.*'s (1974) 15-item OC measurement in the 1980s, Meyer and Allen's (1984) methodological research became the dominant approach to OC.

defined OC as the relative strength of an individual's identification with and involvement in a particular organisation, which is characterised by three statements, namely:

1. A strong belief in and acceptance of the organisation's goals and values (Mowday *et al.* 1979:226);
2. A willingness to exert considerable effort on behalf of the organisation (Mowday *et al.* 1979:226); and
3. A strong desire to maintain membership in the organisation (Mowday *et al.* 1979:226).

Essentially, the OB conceptualisation of OC suggested that the connection between commitment and individual identity produces apparent ties to employee actions and the organisation. This OB conceptualisation provided a springboard for understanding OC based on employee's identification and involvement with the organisation, manager or co-workers. Irrespective, this view was criticised by other researchers. During the 1980s, researchers (Meyer & Allen, 1984; O'Reilly & Chatman, 1986) commented on Porter *et al.*'s (1974) conceptualisation of an OC questionnaire (OCQ) and called for an alternative. Meyer and Allen (1984:374) argued that previous scales of CC did not really measure side-bets but measured only attitudinal commitment (see Table 2.1). O'Reilly and Chatman (1986:493) on the other hand, advanced the research argument that OC is influenced by two separate processes: instrumental exchange and psychological attachment.

2.2.2 Bringing together the economics and OB research

Concepts and models within the OB literature mainly seek to explain the attachment and the identity of an employee to both an occupation and the organisation. Theories within the OB perspective suggested that employee's identification and involvement with the organisation would be increased by renunciation mechanisms, which require organisational members to relinquish competing attachments (Burke & Reitzes, 1991:241). Moreover, OC models in the OB literature were implicitly assumed to be encouraging affective committed employees to exert stable and long-term influences on behaviours that contribute to organisational goals, more so than exerted by less affectively committed employees (Steers, 1977:47; Wiener, 1982:426; Meyer & Allen, 1984:374; Allen & Meyer, 1990a:13; Becker *et al.*, 1996:477). On the other hand, the fundamental argument of OC in the economics literature, which is represented by the

exchange rationale (developed under expectancy/equity theories), has been that individuals perform for, or make contributions to, an organisation in exchange for certain rewards or inducements (Scholl, 1981:590). This perspective, according to Scholl (1981:590), signifies that employee membership and performance in the organisation may be maintained as long as a favourable inducement balance is maintained. Employee OC, in this sense, implies that an employee's assessment of equitable rewards would likely lead to their continued organisational membership and performance if there is a balanced ratio between inputs and outcomes as compared to those of others. Altogether, this OC perspective states that when combined with equity/expectancy theories, it can be predicted that individual employees would only engage in behaviour, such as work performance, if they perceive it to lead to a valued reward.

2.3 THEORETICAL MODELS OF OC IN THE ECONOMICS AND OB DISCIPLINES

Numerous theoretical models of the antecedents and correlates of OC within the OB literature have been identified as far back as the late 1970s (Steers, 1977), through to the 1990s. The collective views and models in the economics and OB disciplines proposed three broad categories of factors that influence employee OC. Two influential models were reviewed; the first, Stevens *et al.* (1978:382) in Figure 2.1 and then Mathieu and Zajac's (1990) causality model in Appendix A.

2.3.1 The role-sense model of OC

Stevens *et al.*'s (1978:381) theoretical model was founded on the basis that previous OC research failed to integrate commitment into the full range of relevant factors that determine the individuals' attachment to the organisation, or their leaving the organisation. These authors argued that employee's personal characteristics, role related factors, and organisational factors affected the OC to individual roles in the organisation. Compared with existing theories arguing for Becker's (1960) side-bets contention and employee calculative commitment, Stevens *et al.* (1978:382) provided a landmark on the process of exchange relationship and behavioural roles that form an employee's desire to retain their roles or leave the organisation. Building from this background, Stevens *et al.* (1978:382) initiated a theoretical model called the role-

sense model of OC process in an effort to integrate previous research contributions (Figure 2.1).

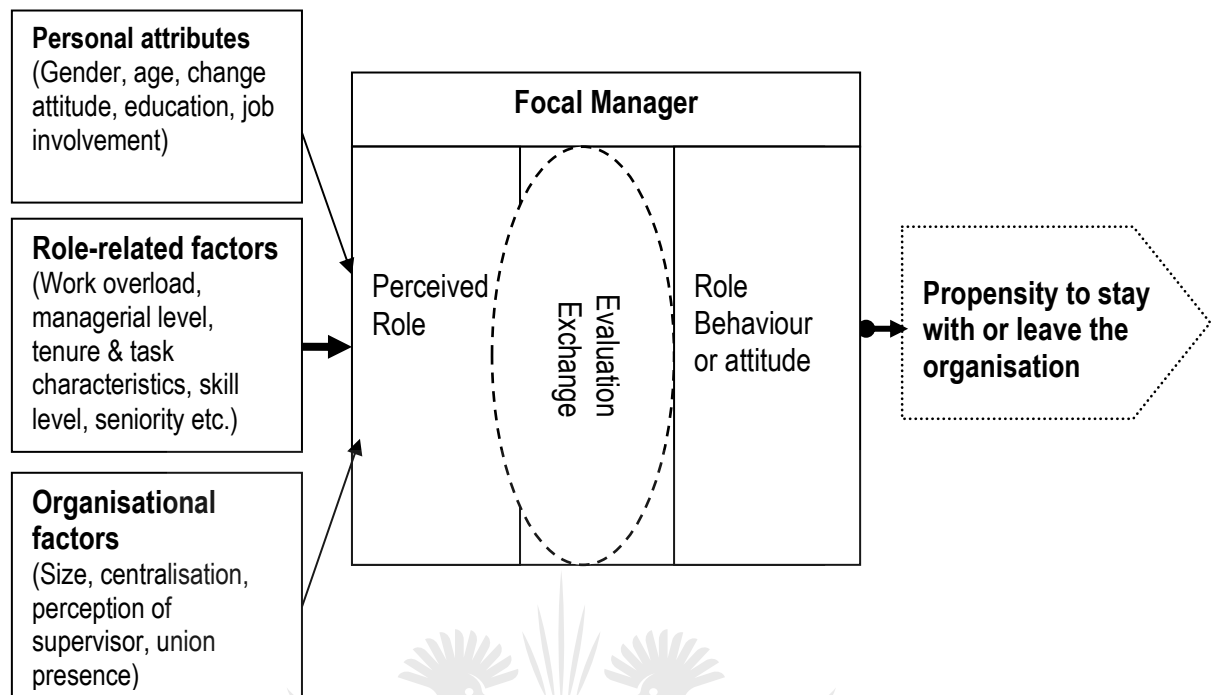


Figure 2.1: Role-sense model of OC process

Source: Adapted from Stevens *et al.* (1978:382)

The role-sense model presented in Figure 2.1 provides additional evidence that the economist (exchange approach) viewed employee OC as an outcome of inducement transactions between the organisation and the employee (Stevens *et al.*, 1978:383). Within this approach, it was argued that the greater the favourability of the exchange from the employee's perspective, the greater his or her commitment to the organisation. Antecedent variables identified in previous studies reporting on the relationship between these antecedents (determinants) of OC in the economics and OB research are summarised in Appendix B.

2.4 THE MULTI-DIMENSIONAL PERSPECTIVE OF OC

As research progressed in this subject area, these two divergent views (economics and OB) of OC converged, leading to a new multidimensional perspective based on three distinct but related components including affective, continuance and normative behaviour (Allen & Meyer, 1990:3; Mayer & Schoorman, 1992:673; Meyer *et al.*, 2002:21). During the 1990s and the 2000s, considerable attention was given to theory

development, arguing that employee OC is a multidimensional construct. For example, the affective component of OC refers to an emotional attachment to and involvement with an organisation, while the continuance component denotes the perceived costs of leaving an organisation (Meyer & Allen, 1991). The normative view of OC was first coined by Wiener (1982:421) as, “a belief about one’s responsibility to the organisation”. Allen and Meyer (1990:3) viewed normative commitment as employees having ‘felt’ a responsibility to support and remain a member of the organisation. Allen and Meyer (1990:3) characterised commitment as (a) desire (affective-commitment), (b) need (continuance commitment), and (c) obligation (normative commitment). This multidimensional formulation of employee OC appeared different to the ones proposed in the economics and OB disciplines. As a result, OC was more recently viewed as a reflection of the different ways in which individual employees were linked to their lines of work activity in an organisation.

Following the emergence of the multidimensional perspective, most empirical investigations focused on identifying its antecedents and/or consequences. Research proponents such as Sommers (2009:75) viewed this approach as variable-centred characterised by an emphasis on estimating the level of relationship between each component of OC, by hypothesising and testing ranges of antecedents and consequences (Sommers, 2009:75). This research concluded that categories of factors could be identified as OC determinants or OC consequences (see Appendix A). An overview of the literature on theoretical models within the multidimensional perspective is now reviewed.

2.4.1 The tri-component model of OC

In 1991, Meyer and Allen (1991:68) extended previous conceptions of OC and developed a tri-component model encompassing desire (AC); need (CC) and obligation (NC) components, derived from their 1990 research (Allen & Meyer, 1990:3). As illustrated in Figure 2.2. Meyer and Allen (1991:70) suggested that AC, NC, and CC reflect influencing components of employee OC rather than distinct types of commitment. Meyer and Allen (1991:68) focused on personal characteristics as predictors of employee OC. More broadly, three categories of situational factors, organisational structure, work experiences, and personal characteristics, were identified as determinants of employee OC as evident in Figure 2.2. The model was

also indicative of the employee's experience of the three components of OC to varying degrees simultaneously.

In developing the tri-component model, Meyer and Allen (1991:70) contended that each component could differ in strength because it involved varying degrees of AC, NC and CC. The model predicted that, collectively, all three components of employee OC have the potential to influence the amount of employee turnover (leaving the organisation) and employee job-behaviour.

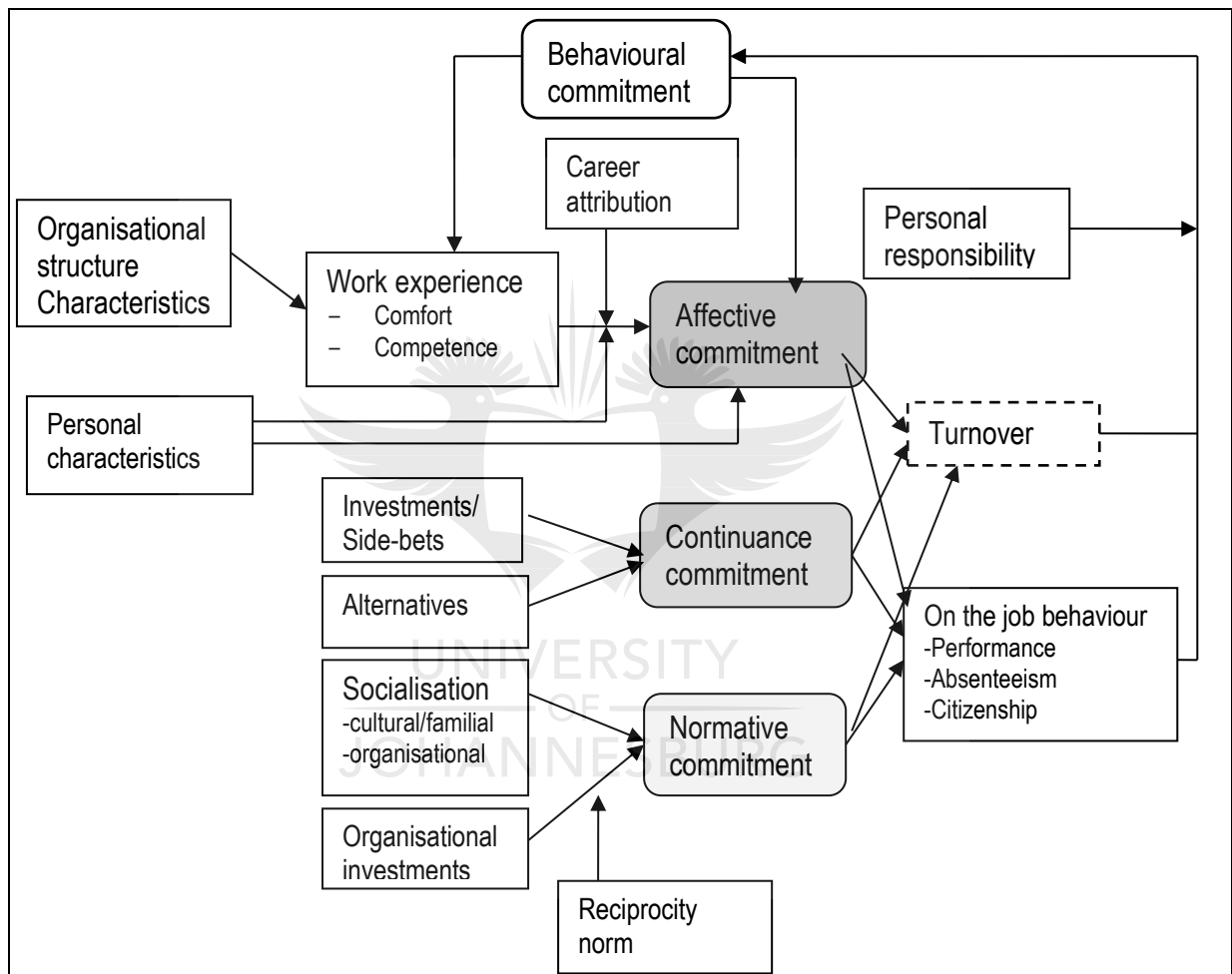


Figure 2.2: The tri-component model of OC

Source: Adapted from Meyer and Allen (1991:68)

Importantly, Meyer and Allen (1991:76) found that employees differ in work values meaning a particular type of work experience would only influence OC among those employees for whom it is relevant. Up to this point, the review of various conceptualisations of OC allowed evaluation of what is known about the nature, development, and consequences of the concept.

2.4.2 The commitment dilemma

As discussed in the preceding sections, the various research perspectives postulated seemed independent of each other making them non-cumulative, not reflecting a mutually reinforcing concept of employee OC. The continued development of OC theory is exemplified more recently by meta-analysis, which suggests that an employee's attitude to a workplace cannot be adequately explained by commitment to the organisation alone, as the coalitional nature of organisations leads an employee to hold multiple foci (Mathieu & Zajac, 1990; Becker *et al.*, 1996:4650; Roodt, 1997:7).

Becker suggested that, it was possible for an employee to commit to a constituency (e.g., profession) other than the organisation, and this then could help in explaining unexpected variance in dependent variables (Becker, 1992:233). Rahman and Hanafiah (2002:88) indeed found evidence that there is a positive and significant relationship between professional commitment and each dimension of OC. Conclusions that had to be drawn were that professional commitment was 'compatible' with each dimension of employee OC (Rahman & Hanafiah, 2002:88). The notion of OC conflict arising with an increase in the level of commitment to profession, suggests that there could be a decline in commitment to the organisation, and vice versa. This theory has not been well accepted by some researchers (Rahman & Hanafiah, 2002:81, Meyer & Maltin, 2010:334; Olsen, Sverdrup, Nesheim & Kalleberg, 2016:390).

2.5 THE MULTIPLE COMMITMENTS FRAMEWORK

As is evident in the fourth period of OC conceptualisation, after 2000 to 2010, various forms such as employee commitment to the occupation, the job, the workgroup, the union, and the supervisor became a major focus of research. This line of thought was mostly prevalent in the work propounded by the followers of a multidimensional perspective (Meyer & Herscovitch, 2001; Rahman & Hanafiah, 2002; Meyer *et al.*, 2002; Cohen, 2007; Sommers, 2009). The noticeable differences in research findings between the third and fourth periods led to the review and analysis of a multiple commitments approach. Meyer and Herscovitch (2001:301) constructed an integrative theory of commitment profiles. The theory, according to Meyer and Herscovitch (2001:311), includes employees' focal and discretionary behaviours, which describe what employee actions an OC implies.

The difference between employee focal and discretionary behaviour is that the former involves maintaining organisational membership, while the latter concerns employee's flexibility in terms of adaptive behaviour toward reaching a particular target. Thus, employee discretionary behaviour suggests that the behaviour is 'optional' because employees have some flexibility in their commitments (Meyer & Herscovitch, 2001:311). They distinguished OC and defined commitment as a force that binds an individual to a course of action of relevance to one or more targets. The thinking about commitment as a binding force to multiple constituencies have been summarised (see Table 2.5).

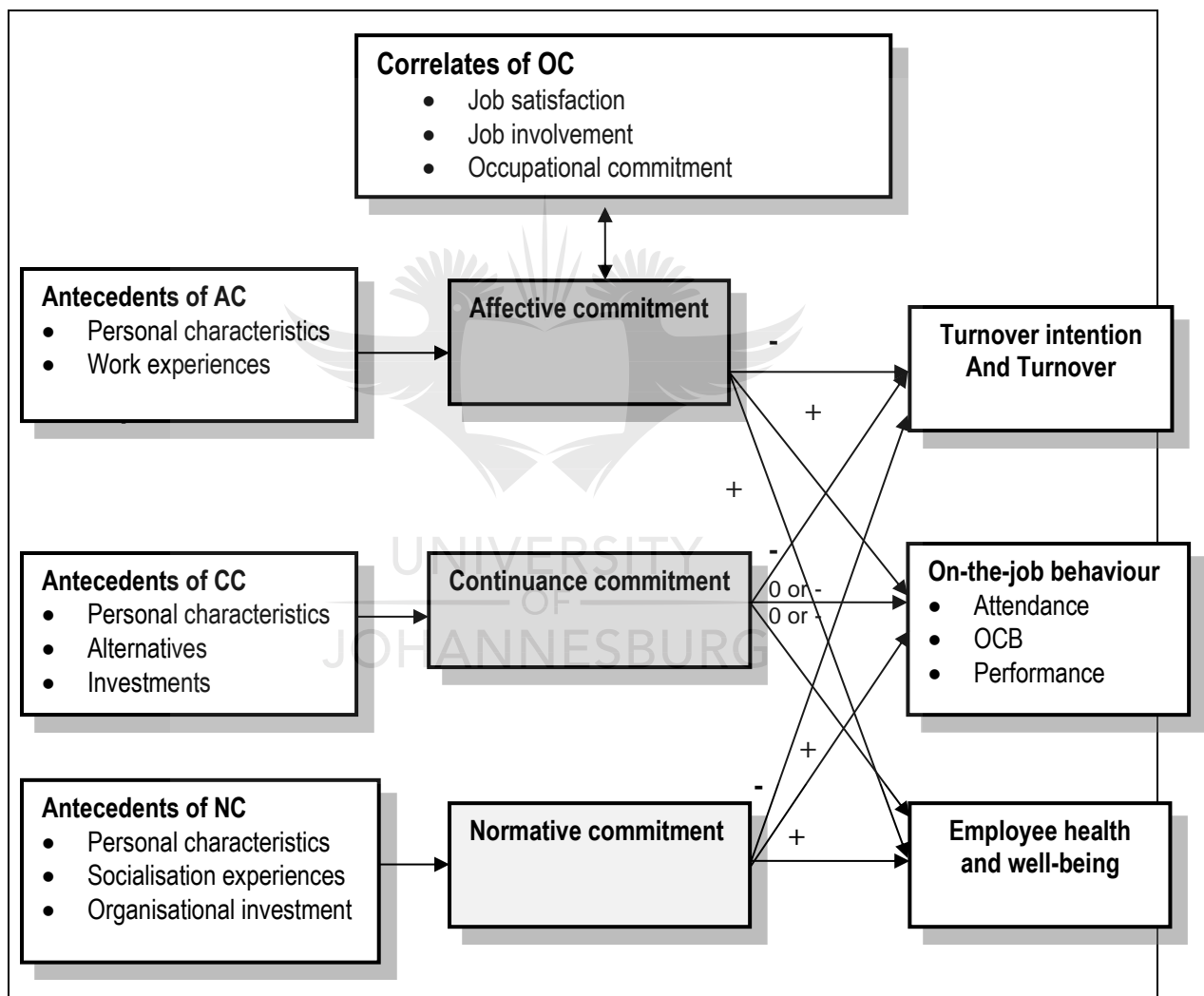


Figure 2.3: The three-component model of OC

Source: Adapted from Meyer *et al.* (2002:22)

Meyer *et al.*'s (2002:21) meta-analysis argued that the primary focus of OC research, with the main aim of employee OC soliciting relevant and beneficial outcomes for employers, was no longer applicable, as research needed to pay attention to relevant

employee outcomes such as stress and work-family conflict. This research gap caused Meyer *et al.* (2002:21) to extend the multidimensional perspective by initiating the three-component model encompassing relevant employee outcomes, including health and well-being.

As seen in Figure 2.3, Meyer *et al.*'s (2002:21) model, which overlapped previous multidimensional models, provides a hypothesised relationship between the various OC components and antecedent variables they considered correlates and consequences. Further analysis of Meyer *et al.*'s (2002:22) multidimensional model revealed that, although all three components relate negatively to turnover, it further confirmed previous conceptualisations that these components related differently to measures of other work-relevant behaviours (e.g. attendance, in-role performance, organisational citizenship behaviour). Therefore, the model increased the understanding that although all the three forms of OC tend to bind employees to the organisation, the way employees behave or act in the workplace is quite different. The model has shown that both AC and NC components have the strongest positive relation, whereas CC was found to be unrelated with the other two components. In the end, Meyer *et al.* (2002:41) concluded that although some differences were found, for the most part, the results were very similar to studies conducted within and outside of North America. Thus, they recommended that systematic primary research should be undertaken focusing on cultural differences. An overview of the literature focusing on dual commitment and commitment profiles is provided next.

2.5.1 Analysis of commitment profiles versus dual commitment

Subsequent to Meyer *et al.*'s (2002) three-component model, several theories coupled with primary research investigations turned attention to identifying different forms of employee commitment as summarised in Table 2.5.

Table 2.5: The commitment frameworks

Theory	Central idea	Literature sources
Commitment Profiles	Theory founded on the belief that three components of commitment that is, AC, NC, and CC of OC combine to form a commitment profile.	Meyer and Herscovitch (2001:301),
	Employee commitment mainly conceptualised as the binding force underpinned by mindsets, which reflect emotional ties, that is, perceived obligation, and perceived sunk costs in relation to a target.	Gellatly, Meyer and Luchak (2006:332)
	Staying with the organisation generally considered as focal behaviour while on-the-job behaviour conditions such as employee's good organisational citizen have been conceptualised as discretionary behaviour (or choosing to do more than is required by terms of employment).	Gellatly, Meyer and Luchak (2006:332)
	<p>The rationale and contribution offered by the commitment profile theory concerning the behaviours of employees with different profiles can be summarised as follows:</p> <ul style="list-style-type: none"> - Employees with a 'pure affective' profile (High-AC, Low-NC, Low-CC) exhibit stronger intention to remain, and would engage in discretionary acts more than would other employees. - Employee with 'pure normative' (Low-AC, High-NC, Low-CC) or 'pure continuance' (Low-AC, Low-NC, High-CC) profiles. <p>The combination of AC and NC produces a strong intention to stay whereas combining AC with CC appears to have little benefit on intention to stay for the organisation.</p>	Meyer and Herscovitch (2001:313)
	The theory contend that all three forms of commitment tie an individual to the organisation and decrease the likelihood of leaving, but their implications for on-the-job behaviour can differ.	Gellatly <i>et al.</i> , (2006:344), Meyer, Stanley and Parfyonova (2012:1).
Dual Commitment	<p>Employee attachment and commitment not only associated with the organisation, but also other 'referents' (profession, family, immediate superior, workgroup).</p> <p>Commitment to multiple targets was assumed compatible with or complementary to each other, and may occur simultaneously.</p> <p>Findings indicated that professional employees tended to be more committed to their profession and its values than to the organisation.</p>	Meyer and Herscovitch (2001:301); Rahman and Hanafiah (2002:78-81)

Source: Researcher's own compilation (2017)

The reviewed literature summarised in Table 2.5 has shown that the contribution of theory on commitment profiles was a function of multiple employee commitment profiles (Meyer & Herscovitch, 2001:301; Gellatly *et al.*, 2006:344; Sommers, 2009:80; Meyer *et al.*, 2012:10). Broadly, these commitment profiles according to Meyer *et al.* (2012:10) are:

- Uncommitted;
- CC-dominant;
- Moderate commitment;
- Low-moderate commitment;
- Fully committed; and
- AC/NC-dominant.

The function of multiple employee commitment profiles implies that certain organisational and employee outcomes such as performance and employee health and well-being can be associated with varying combinations of employee AC, NC and CC to the organisation. In essence, this means that employees' experience of any OC component and their resultant degree of OC behaviour may depend on employees' personal worldview as created by other components (Meyer *et al.*, 2012:12).

2.5.2 The OC perspective chosen for this study

Driven by the OC research, discrepancies and limitations highlighted earlier (see Table 2.1), this study draws from a fundamental understanding of OC as conceptualised in the literature, as well as from various models of OC found in the significant collective literature (see sections 2.3 and 2.4, Figures 2.1 and 2.2). This study locates frontline managers' multiple commitments within the context of people-centred (employee) approach, employee role identity, and work team solidarity. This context explains the reciprocal ties of frontline managers, not only to the organisation, but also to supervisors, team members, and their work-related activity. More specifically, the study located frontline managers' commitment within the context of South Africa, underpinned by Hofstede's (1980b; 1983) notion of leadership abroad, cultural relativity of organisational practices, and the fourfold model of *Ubuntu* values. This model (see Figure 3.4) attempts to explain the South African frontline managers' identification and involvement with the organisation, co-workers, supervisor, and work-related activities such as service quality.

Therefore, the study draws upon existing definitions, which collectively define employee OC in terms of (a) frontline managers' attitudes and behavioural intentions involving time, effort, and money that would be lost if one leaves the organisation. Then

(b) personal meaning (identity) with the collective and the willingness to exert considerable effort (Burke & Reitzes, 1991:241), and (c) desire to relinquish competing attachment to co-workers and the work behaviour (Allen & Meyer, 1990b:15; Burke & Reitzes, 1991:241) (see section 2.2.1.1 and 2.2.1.2). This approach represented completely the operational definition of OC (see section 3.2) in chapter 3 and enabled the examination of the extent to which each of the three OC components, including commitment to other referents (in this case, supervisor and co-worker), have distinct determinants and influence on frontline managers. In accordance with Allen and Meyer's (1990a:15) contention, there is an interplay of AC, CC and NC in OC, and it is argued that the link between frontline managers' OC, and their commitment to supervisor and co-worker, would vary as a function of the strength of each of the three OC components; hence, the influence on service quality. A discussion of the broad theoretical frameworks chosen for this research is given next.

2.6 THE ORGANISING THEORETICAL FRAMEWORK FOR THIS STUDY

Theoretical frameworks discussed in earlier sections of this chapter have suggested how factors such as psychological and salient needs in the workplace can potentially influence an employee's level of OC. Previous research states that employee OC is likely to be an employee motivational phenomenon (Wiener, 1982:419; Becker *et al.*, 1996:477; Roodt, 1997:10; Huang & Hsiao, 2007:1274). In explaining this, Roodt (1997:12) argued that a short-term approach to encouraging employee OC in motivational strategies was no longer appropriate, since managers have to create an overall work setting that facilitates individual worker's needs, value realisation, and goal achievement. Mathieu and Zajac (1990:180) noted with concern that research examining the determinants of OC tended to be included as descriptive statistics with little theoretical explanation as to why such motivational determinants should be related to influencing employee OC. Subsequently, Meyer *et al.*, (2012:3) integrated the three components AC NC and CC of OC with theories of motivation (see section 2.6.1).

It is against this background that four compatible theoretical models were used as the guiding framework for this research. The models included (a) need-satisfaction, equity and expectancy theories (Adam's 1963; Vrooms, 1964), and (b) work motivation-theory X and theory Y (McGregor's 1960). This was followed by (c) cultural-orientations by Hofstede's (1980b) cultural dimensions and based on House, Hanges, Javidan,

Dorfman & Gupta's (2004) global organisational and behavioural effectiveness (Globe study) cultural framework, and (d) behavioural intentions theory (Ajzen-Fishbein, 1969) all adapted from the economics and OB research. Together, these theoretical models provided the perspective (an organising theoretical framework) on the motivational aspects of hospitality frontline managers to multiple commitments and their subsequent OC and work behaviour outcomes, such as service quality.

2.6.1 Theories of need-satisfaction and work motivation

Employee need-satisfaction models have been widely promoted as a model of work motivation (Salancik & Pfeffer, 1977:427; Scholl, 1981:590; McFarlin & Sweeney, 1992:634; Steers, Mowday, & Shapiro, 2004:383; Alvesson & Sandberg, 2011:255; MacDonald, Kelly, & Christen, 2014:4). Need-satisfaction and JS theories are both cognitive rational choice (process) models (Adam, 1963:422). These theories contrast sharply with the earlier content theories, which focused on identifying factors of motivation in a relatively static environment (Steers, *et al.*, 2004:381). Within cognitive theories are motivational theories that collectively attempt to understand the thought processes that people go through in determining their behaviour in the workplace (Steers, *et al.* 2004:381). By implication, content theories view employee OC and subjective assessment of the expected outcome associated with an employee's behaviour as the consequence of employee JS and, to some extent, motivation. However, like any other theory, motivational theories have their own limitations.

Research insights suggest that unlike other fields such as management and leadership that continue to develop conceptually, there is limited substantial development of work motivation (Steers *et al.*, 2004:383; MacDonald, *et al.*, 2014:4). According to MacDonald, *et al.* (2014:4), this could be because of the lack of the complexity characterised by reward and punishment when these models first emerged.

Even though it is suggested by MacDonald, *et al.* (2014:4) that the more recent motivational theories have been able to go beyond simplistic models, developed in the 1960 and 1970s to include recognition that motivation is a function of both internal self-determined factors (expectancies, attitudes, etc.) and external factors (organisational rewards, bonuses, time off, etc.), there are still challenges for organisations having to deal with negative employee attitudes and behaviours. This suggests that, while organisations have embraced technology by way of competitive advantage (Steers, *et*

al., 2004:383), they still have to contend with the human resources aspect (people as employees) as an important resource.

The main assumption of need-satisfaction theory is that employees compare the present status of their needs with the level of need fulfilment that they desire from their jobs (Salancik & Pfeffer, 1977:427). From the 1970s OB literature, authors such as Salancik and Pfeffer (1977:427) have suggested that addressing employee needs in relation to attaining job need-satisfaction has been ubiquitous in studies on employee job attitudes and, by extension how to motivate organisational performance improvement issues. It could also be argued, therefore, that when employee needs are not fulfilled, an unpleasant state manifests (Hackman & Lawler, 1971:262; Meyer & Maltin, 2012:12). These studies signified that employees' decisions would be governed by an assessment of the likelihood that higher levels of commitment invested by the organisation would lead to satisfaction of salient needs, and the assessment of the value of the outcome (cost benefit and well-being) to the employee (Hackman & Lawler, 1971:262; Meyer & Maltin, 2012:12). Cognisance of the influence of motivational theoretical frameworks in this study can help explain an employee's assessment of the anticipated benefit and costs associated with each of the components of OC (Meyer & Maltin, 2012:12). Therefore, motivation is included in this review because of its fundamental building block in the development of effective management practices. This study extends need satisfaction and motivational theories in as far as addressing some of the pressing frontline employee issues found in service organisations, such as tourist hotel accommodation in South Africa (see section 1.4.1). Attention now turns to theories of work motivation with special focus on McGregor's (1960) motivational theory.

2.6.1.1 Work motivation theories as explanation of employee behaviour

During the 1950s, various models of work motivation had been established. These models commonly referred to as content theories include work from McClelland, Atkinson, Clark and Lowell (1953), which emphasised the role of motives with an impact on the emotional states of employees. Consequently, later research (Steers, *et al.*, 2004:382; MacDonald, *et al.*, 2014:4) appeared to be concerned with identifying the determinants of work motivation and the cognitive processes (employee inputs), for example working hard, and outcomes (inducement, including among others, promotion, as return for working hard). The above suggests that the energy invested

by employees or groups of employees depend on the extent to which they believe their accomplishment would lead to a valued outcome (expectation); this is central to motivational theories.

Specifically included in this current review are two popular motivational process models, known as equity theory (Adams, 1963), and expectancy theory (Vroom's, 1964), which are based on an exchange perspective. Equity theory was introduced by Adams (1963:422) and became one of the most important cognitive theories that explain how employees respond both cognitively and behaviourally to perceived unfairness in the workplace. Essentially, equity theory is based on the notion of fairness and justice and how people form perceptions of what this means. The theory according to Adams (1963:424) contended that both conditions of underpayment and overpayment could influence subsequent behaviour. In explaining the above, Adams (1963:426) noted that people judge the fairness of their work situation by comparing the input they contribute and outputs that they receive from the job. Subsequent research within the procedural and distributive justice literature further developed this motivational area and advanced the understanding of the antecedents and consequences of equity models (Sweeney & McFarlin, 1992). For example, McFarlin and Sweeney (1992:634) found distributive justice to be a more important predictor of pay satisfaction and JS than procedural justice, while procedural justice was more important predictor of organisational outcomes of subordinate's evaluation of supervisor and OC.

Finally, in comparison with other motivational theories, Vroom (1964) is credited with the first systematic formulation of expectancy theory, as it relates to the workplace. Expectancy theory, which bears many similarities with equity theory, explains that people expect a return for their efforts. The model explained motivation as a subjective reality, based on personal perceptions of worth and value (Vroom, 1964:15). Therefore, expectancy theory predicts employee's engagement in behaviour they perceive would lead to valued rewards. Vroom's (1964:15) expectancy theory was also supported by empirical research studies. Porter and Lawler (1967, 1968) and Scholl (1981), among others, provided an extension of expectancy theory.

Scholl (1981:590) found that OC has a place in both expectancy and equity theories, even though a separate one from expectancy theory when explaining employee behaviour. After all, Scholl (1981:597) remarked that higher turnover levels would only

be associated with employees displaying low levels of both OC and expectancy. Lee (2007:794) supplemented these earlier findings and concluded that it is motivation that is responsible for the explanation of force toward a particular behaviour or action. These findings complemented Vroom's (1964) expectancy theory, which places emphasis on the fundamental importance of motivation in explaining why people choose a particular behaviour. The next influential theoretical framework reviewed in this chapter is McGregor's (1960) motivational theory.

2.6.1.2 *McGregor's motivational Theory X and theory Y described*

One of the classic theories guiding this present research was proposed by Douglas McGregor (1960) who built on motivational theories in his classic early work, titled: 'The Human Side of Enterprise'. McGregor's (1960:12) motivational theory may be seen as a way in which managers understood employees and/or presumed to be a depiction of leadership styles. McGregor (1960:12) advanced three ideas arguing that all managers have a theory of human work motivation. He argued that whether managers could explicate their theories was unimportant, because theories could be inferred from enacted work behaviours. Thus, managerial work behaviours ultimately reflected managers' fundamental assumptions about people (cosmology). Both theory X and theory Y assumed that managers viewed people based on three assumptions (McGregor (1960:12)). This is described in Table 2.6.

Table 2.6: McGregor's motivational Theory X and theory Y described

Theory X assumptions	Theory Y assumptions
People are naturally lazy and try to avoid work whenever possible.	People can find work enjoyable and under suitable conditions experience motivation and fulfilment.
People are inherently irresponsible and thus, it is necessary to monitor behaviour closely.	People are inherently responsible, they are capable of self-direction and self-control.
Most workers have little to contribute intellectually to the operation of the enterprise.	People have the potential to make important intellectual contributions to the work they perform.

Source: Adapted from McGregor (1960:12)

As seen in Table 2.6, theory X managers tend to be more authoritarian and controlling than theory Y managers who take a more positive view of human nature (McGregor, 1960:12). This difference between theory X and theory Y, according to McGregor (1960:12), differentiated between managerial influences that treated people as children (theory X) or as mature adults (theory Y). As shown, employee need-satisfaction and

work motivation presents similarities and tends to overlap although, employee need-satisfaction (JS) theories seek to find out the 'what', and work motivational theories are concerned with the 'why' of organisational behaviour.

2.6.2 Fishbein-Ajzen Behavioural Intentions framework

The reviewed literature on economics theories and OB studies highlights that the relationship between managerial attitudes and employee behaviour has been a central concern for over fifty years. As shown (in sections 2.2 to 2.5), studies have documented the relationship between OC and employee attitudes and behaviour which links both positive and negative managerial influences on employee work performance outcomes. Other researchers, such as Steers (1977:54) viewed commitment largely as a set of behavioural intentions, such as a desire to remain with the organisation, an intention to exert high levels of effort on behalf of the organisation, and identification with the organisation's goals. In the end, these behavioural intentions are founded on positive work experiences, personal characteristics, and job characteristics while the behavioural outcomes forms part of the increased performance, reduced absenteeism, and reduced turnover, among others (Steers, 1977:54).

As result of the founded relationships between employee OC and behaviour, theoretical formulations designed to explicate the attitude-behaviour relationship among employees have been proposed. One such model is Fishbein-Ajzen behavioural intentions (BI) framework (Fishbein-Ajzen, 1967a, 1969, 1972b, 1975, 1977) which was initiated in order to predict a particular individual's intent to act within the constraints of a particular behavioural situation. These frameworks were interested primarily in predicting the specific BI of individuals leading to overt behaviour (OB). Accordingly, a high correlation was assumed to exist between BI and OB (Fishbein, 1967a:488; Fishbein & Ajzen 1977:889). These authors stated that BI would be determined by two variables, that is, personal (attitudinal) and social (normative) factors (Fishbein & Ajzen, 1975:301).

The analysis of Ajzen and Fishbein's (1969:400, 1977:889) model indicated that the point of departure was the notion that attitudes are held and behaviours are performed with respect to certain entities. Accordingly, these entities have been viewed as consisting of four different elements: (a) the action (b) the target at which the action is directed, (c) the context in which the action is performed, and (d) the time at which it is performed (Ajzen & Fishbein, 1977:889). The model reflects BI as a joint function of

the attitude toward performing a particular behaviour in a given situation, and of the norms perceived to govern that behaviour multiplied by the motivation to comply with those norms. The behavioural criteria employed in the model involve four specific elements including a given action that is performed with respect to a given target, in a given context, and at a given point in time. This suggests that the BI model can be used for identifying the cognitions most associated with dysfunctional behaviour. The BI model according to Fishbein-Ajzen (1975:301) encompasses the following related components expressed in symbols:

- *B*: Overt behaviour
- *BI*: Behavioural intentions
- *A-act*: Attitude toward the behaviour in a given situation
- *NB_p*: Personal normative beliefs
- *NB_s*: Social normative beliefs (perceived expectations of others)
- *MC_s*: Motivation to comply with social normative beliefs

The model therefore, can be expressed as follows: $(B \sim BI = [A-act] W_0 + [NB_p] W_1 + [(NB_s) (MC_s)] w_2)$ (Fishbein-Ajzen (1975:301)).

Further explanation of the BI model suggests that situational and personal characteristics would influence a person's BI only if they are related to an A-act (Ajzen & Fishbein, 1969:401, 1975:302). The attitudinal component is composed of (a) "the individual's ... beliefs about the consequences of performing a particular behaviour (in a given situation)" (Fishbein, 1967a:488), and the individual's evaluation of those beliefs. The second component, the normative component, "... is the actor's belief about the likelihood that members of a given reference group expect him to perform the behaviour in question (NB)...and the individual's motivation to comply with the reference groups perceived expectations" (Ajzen & Fishbein, 1972b:6). This normative component was conceptualised as a sum of the perceived expectations of most people who are important to the individual and level of motivation to comply with those expectations. In explaining this, Ajzen and Fishbein (1972b:9) provided an example stating that "a person may be generally motivated to comply with, say his friends ... he may not want to behave in accord with one of their specific expectations".

As has been shown, the adequacy of Fishbein-Ajzen's BI model rests on three assumptions: (a) an A-act, which is a superior measure of value and expectancy because it measures attitude towards specific acts instead of attitude towards less specific objects. Then (b) a 'direct' measure of attitude towards an act is equivalent to other more 'indirect' measures of attitude towards an act; and (c) the set of non-immediate outcomes, "pleasing or displeasing relevant to others" (Ajzen, Fishbein, 1972b:9), is a highly valued set of outcomes, deserving independent status in the model. Altogether, Fishbein-Ajzen's BI model states that the intention of the person performing an act was equal to the strength of the expectancy that the act would be followed by the immediate outcome. In addition, the valence of the immediate outcome would be equal to the number of relevant outcomes.

Therefore, Fishbein-Ajzen BI prediction model was conceived along what Vroom termed the "force on a person to perform an act" (Vroom, 1964:8). Vroom's model emphasised the value of considering each immediate outcome in terms of its relationship with relevant non-immediate outcomes, and Fishbein-Ajzen (1977) BI emphasised the value of considering only the action-outcome relationship and the perceived attitudes of others toward the act. This study applied Fishbein-Ajzen's BI framework to evaluate the relationship between frontline managers' BI under the conditions of no knowledge of measuring their OB. In this study, frontline managers of South African tourist hotel accommodation were requested to complete the quantitative survey instrument with no knowledge of how and when their OB (that is, commitment to service quality) would be measured.

2.6.2.1 Employee commitment as an explanation of behaviour

As a result of the review carried out in section 2.6.1, it has become clear that content and cognitive theories of motivation have a place in the area of needs satisfaction and employee motivation in the workplace. Therefore, this study extends these theories. As such, they helped in the development of the proposed research model of frontline managers' OC presented in Figure 2.5 and the complementary research model in Figure 3.5, which drew heavily on cognitive theories and examined literature on the predictors of overall frontline managers' OC, reflecting the three mind-sets of OC, that is, the desire, need and obligation (multidimensional), and commitment to multiple referents. More specifically, the need satisfaction and work motivation theories provided parallel principles that were a useful bridge for linking the economics and OB

conceptualisation and literature that investigates the determinants of employee OC. The economist discipline has shown that employee decisions to develop high levels of OC (CC) was sensitive to the perceptions of the work environment and the job, which involves cognitive processes in assessing the costs and benefits involved in the exchange (see section 2.2.1.1).

Researchers in the OB discipline have used motivational theories to investigate employee AC and NC based on positive employee work experience characteristics category, and impact on employee behaviour or decisions (see section 2.2.1.2). As these subjective theories involve cognitive processes underlying employee behaviour, they were deemed appropriate in explaining frontline managers' OC and behaviour towards service quality. It was for these reasons that the above theories suited the examination of positive and negative factors of frontline managers' OC in a tourist hotel accommodation context, which is an important focus of this research.

For this study, both positive and negative organisational characteristics needed to be established in order to understand variables underlying frontline managers' levels of OC and good work behaviour. These factors might differ in their ability to influence frontline managers' OC and behaviour. It is against this background that this study focused on investigating not only one set of work-environment influencing variables (e.g. monetary or non-monetary, such as leave days) as powerful determinants of OC, because this limitation would not have reflected the study's anticipation of how frontline managers' OC and work behaviour can be modified. Therefore, utilising the above theories as the organising theoretical frameworks was an appropriate decision.

In the review that follows on the influence of culture on employee OC, discussions on other relevant motivation and leadership theories are incorporated to help identify and isolate non-financial (e.g. monetary rewards) work environment factors that may constitute employee affective and normative attitudes, as these could influence both frontline managers' AC and NC. To this end, this study further explores specifically the mediating effect of the Southern African culture (*Ubuntu*) on management styles and OB within a South African hospitality context, so existing OB literature on this fundamental subject is reviewed in the next section (see section 3.5.2).

2.6.3 National cultures and culture differences in organisations

Several frameworks have been developed to help differentiate the effect of geographic cultures on OB. Each framework is based on the premise that the unique aspects of a culture can be described using a finite set of dimensions, and that countries can be assigned scores reflecting their relative standing on these dimensions (Hofstede, 1980b, 1984; 1991; 2011; House, Hanges, & Ruiz-Quintanilla, 1997, House *et al.*, 2004, Schwartz, 2006). According to House, *et al.* (1997:21) culture can be defined as shared motives, values, beliefs, identities, and interpretations or meaning of important events that originate from common experiences of people from the same group. The most commonly accepted definition of the influence of culture on OB arose from the geographical cultural studies of Hofstede (1980b:43).

According to Hofstede (1980b:43) 'cultural programming' for a geographic region begins at birth and continues throughout the individual's life within a particular society. Culture was defined in the 1980s by Hofstede (1980b:43), as "the collective programming of the mind which distinguishes the members of one group of people from another". In 2011, 31 years later, culture was still defined by Hofstede (2011:3) as "collective programming of the mind that distinguishes the members of one group or category of people from others". This important foundation of an understanding of organisational culture and practices as part of the OB framework, developed by Hofstede (1980), is reviewed next.

2.6.3.1 *A review of Hofstede's cultural dimensions framework*

In the 1980s, Hofstede (1980b:44, 1984:252) conducted research comprising 116 000 questionnaires, which were completed by over 88 000 IBM employees in 40 countries. Hofstede (1980b:44) identified four bipolar cultural dimensions: individualism, collectivism, power distance, and masculinity/feminism, which have become a common basis for measuring national culture. By 2011, uncertainty avoidance, and cultural orientations were added to the original cultural dimensions (Hofstede, 2011:8). Within this framework, constructs such as individualism and collectivism have been defined in terms of the attributes possessed by the people within a given culture of a country. For instance, Hofstede (1984:51-52) grouped African countries from West Africa (Ghana, Nigeria, Sierra Leone); East Africa (Tanzania, Kenya, Ethiopia, Zambia) and the North African countries were grouped among the Arab World such as Iraq, Kuwait, Lebanon and Saudi Arabia. South Africa was grouped with sub-Saharan Africa

among Botswana and Zimbabwe etcetera. As a unit of analysis, South Africa, which exhibits similar cultural characteristics to most sub-Saharan Africa (SSA) countries, was the only country included in this study.

Hofstede (1980b:62) characterised developing countries with a relatively low power distance and uncertainty avoidance. By implication, South Africa scored 49 out of 100 on power distance, similar on low uncertainty avoidance culture (49), with relatively high individualism (65), and high masculinity culture (63). This is not surprising given that the limitation of Hofstede's study was that the South African scores across all cultural dimensions were calculated from a sample of a white male-dominated South African management population. Hofstede's (1980b) framework was reviewed with these limitations taken into account because managers of different cultural backgrounds and gender behave and lead in dissimilar ways (see Appendix C). Taking the view of organisational work context, relevant facets of cultural dimensions (Hofstede, 1980b:45-46; 2011:8) have been provided (Appendix C). Hofstede (1980b:59) argued that power distance and uncertainty avoidance was of vital importance for structuring organisations that would work best in different countries. This context resonated with later views suggesting that organisations are culture-bound (Hofstede, 1984:201). As a result of the above review, the connection that needs to be understood between culture and leadership theories, which this study aims to extend, is that larger power distance countries tend to agree with theory X (Hofstede, 1980b:57). The opposite can be said for low power distance countries. Unlike low power distance countries, people as managers in large power distance countries are said to prefer decision-making to be centralised. It is also worth noting that Hofstede's (1980b) study has been criticised at least in terms of methodology and analysis (McSweeney, 2002:92). In particular, some drawbacks identified by McSweeney (2002:92) showed that in discussing national culture, Hofstede's (1980b) study treated some state countries as one even though for example, Great Britain is a three-state nation it was treated as a single unity with a single national culture. Having noted such shortcomings, the background study of Hofstede's relativity of organisational cultural dimensions and practices helped an understanding of the influence such dimensions may have in the development of employee OC in the context of a multi-cultural society such as South Africa. The second influential model on cross-cultural studies known as the global organisational and behavioural effectiveness (Globe), which is centred on culture, leadership, and organisations, is reviewed next.

2.6.3.2 *The global leadership and organisational behavioural effectiveness (GLOBE) framework*

In expanding Hofstede's (1980b) seminal work of cultural dimensions, the Globe research study was conceived in 1991 by Robert House of the Wharton School of Business, University of Pennsylvania. As reviewed in House, *et al.*'s (2004:xv) foreword, the comprehensive volume on culture, leadership and organisations encapsulating 62 societies, 951 organisations and about 17 300 middle managers across the globe provided the most up-to-date survey data on global cultural orientations since Hofstede's (1980b) landmark study. From the above review, a comment could also be made that the Globe study provided up-to-date empirical research about the relationship between culture and leader behaviour conducted on many societies, and based on different quantitative and qualitative measures and methods. The study took place in many different organisations such as food processing, financial services, telecommunications and service industries (House, *et al.*, 2004:3). The review indicated that the Globe study was assembled by 170 collaborators from around the world who brought an in-depth understanding of their own culture, and the notion and practice of leadership (House, *et al.*, 2004:xv).

A major focus of the Globe study was to identify leadership styles with different cultural patterns. Accordingly, its major premise (developed from its findings) is founded on the viewpoint that leader effectiveness is contextual, and is embedded in the societal and organisational norms, values, and beliefs of the people being led. This suggests that leadership is culturally contingent as it varies across cultures (House, *et al.*, 2004:5). In explaining this, House, *et al.* (2004:5) wrote that the status and influence of leaders vary considerably due to the cultural forces in the countries or regions in which they function. Therefore, indications are that, to succeed in a global business context, managers need to have the flexibility to respond positively and effectively to practices and values that may be dramatically different from that to which they are accustomed (House, *et al.*, 2004:5). One of the important lessons that can be taken away from Globe study is that, sensitive as it is, culture and effective leadership requires that it take into account the popular idiom: "When in Rome, do as the Romans do".

Considering that the Globe study provides a consolidation of global attributes, leader behaviours, and core cultural dimensions (House *et al.*, 2004:485-86), which states that cultures of the world are getting more and more interconnected and the business

world becoming increasingly global, it helps to understand that cultural barriers may rise in influence on OB. Thus, an overview of the Globe study's core cultural dimensions and influence on organisations and managers as leaders is given (see Table 2.7).

Table 2.7: Descriptions of the core Globe study's cultural dimensions

Cultural Dimensions	Description
Power concentration vs. power decentralisation	The degree to which members of an organisation or society expect and agree that power should be stratified and concentrated at higher levels of an organisation.
Gender egalitarianism	The degree to which organisations minimise gender role differences while promoting gender equality.
Assertiveness	The degree to which individuals in organisations are assertive, confrontational, and aggressive in social relationships.
Institutional collectivism	The degree to which members of an organisation encourage and reward collective distribution of resources and collective action.
In-group collectivism	The degree to which individuals express pride, loyal and cohesiveness in their organisation or families.
Uncertainty avoidance	The extent to which members of an organisation or society strive to avoid uncertainty by relying on established social norms, rituals, and bureaucratic practices.
Future orientation	The degree to which individuals in organisations engage in future oriented-behaviours (planning, investing in the future, and delaying individual or collective gratification).
Humane orientation	The degree to which individuals in organisations encourage and reward individuals for being fair, altruistic, friendly, generous, caring, and kind to others
Performance orientation	The degree to which an organisation encourages and rewards group members for performance improvements and excellence.

Source: Adapted from House *et al.* (2004:485)

Six of the nine Globe study's core cultural dimensions (e.g. power distance, uncertainty avoidance, masculinity/gender, egalitarianism/individualism) identified in Table 2.7 were similar to those found in Hofstede's (1980b) research, which explains that high business performance oriented countries are generally very economically successful countries, than are lower business performance expectations and thus orientations. Further analysis of the cultural dimensions highlighted in Table 2.7 demonstrated that there is a tendency by countries, according to House, *et al.* (2004:6), to avoid uncertainty. As a result, findings indicated that China, Singapore and German-

speaking and Scandinavian countries tend to be very high on avoiding uncertainty. The same results showed that societies low on this dimension included Latin American countries and the Eastern European countries (House, *et al.*, 2004:6).

These findings highlight that individuals in high uncertainty avoidance cultures have a strong tendency toward formalising agreements, policies and procedures in legal contracts, being orderly, and keeping meticulous records of conclusions drawn in meetings. Whereas, most individuals in low uncertainty avoidance cultures exhibit informal interactions, relying on the word of others they trust, and being less calculating when taking risks (House *et al.*, 2004:6). Therefore, while House *et al.*'s (2004:6) study demonstrates that operational and managerial practices tend to reflect the societal orientation in which they operate, they cautioned that substantial differences are likely to emerge when merger organisations are considered. These organisations operate on one country but are representative of both low and high uncertainty avoidance cultures. The reasons given for such differences have been attributed to the belief that high uncertainty avoidance cultures tend to formalise decisions, whereas low uncertainty avoidance cultures tend to base decisions on intuition. In addition to the above analysis, an overview of culture clusters according to the 62 countries sampled by House *et al.* (2004:190), followed by a review of cultural-implicit leadership, is provided next.

2.6.3.3 *Regional clustering of societal cultures versus cultural-implicit leadership*

The first step of House *et al.*'s (2004:178) Globe study was to group the 62 societal cultures into a set of ten regional clusters as depicted in Figure 2.4. The major goal of clustering these various regions was to understand the differences and similarities among various societies. As shown, profiles of each cluster were developed based on the cultural dimensions revealed in Figure 2.4.

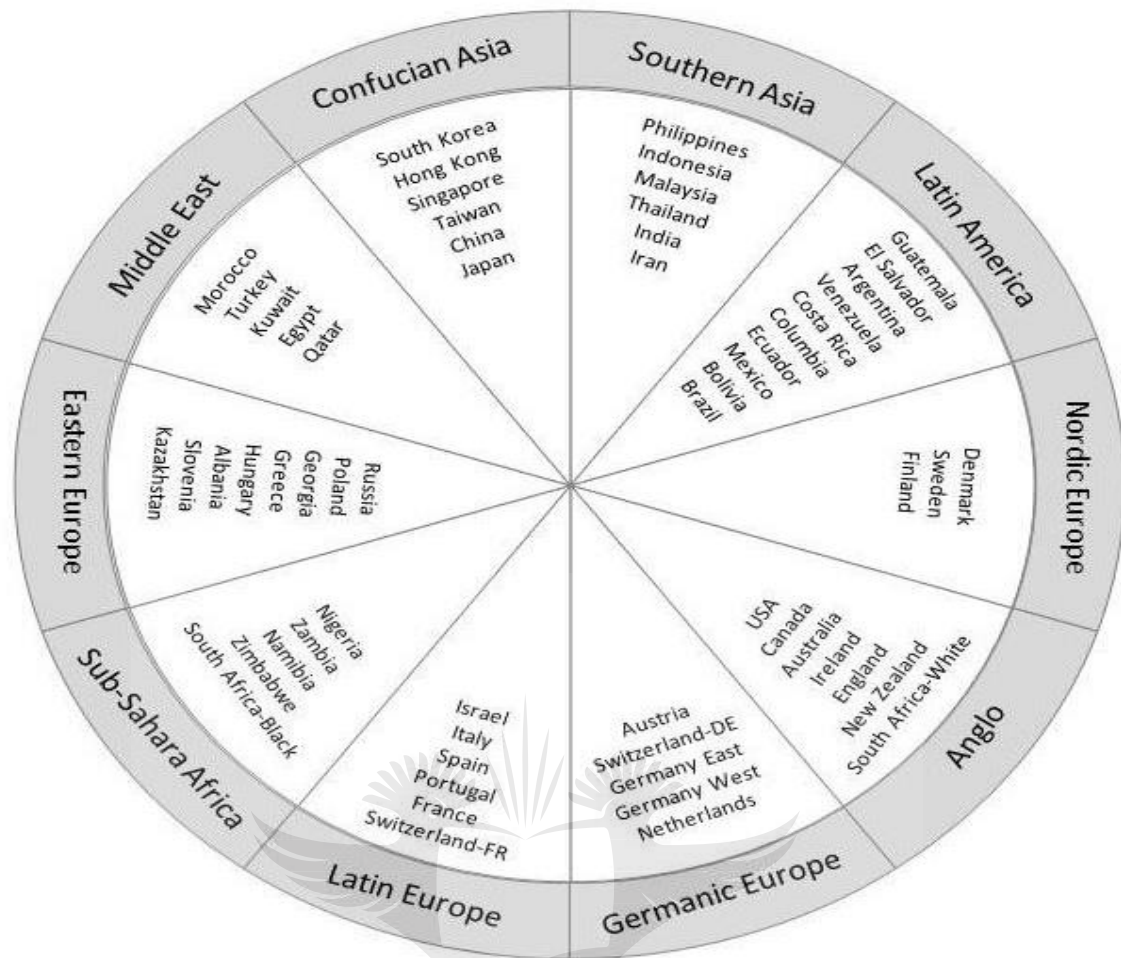


Figure 2.4: Culture clusters in the Globe study

Source: House *et al.* (2004:190)

Reviewing the list of clusters in Figure 2.4, insights suggest that they were developed based on geographic proximity, mass migrations and ethnic social capital, including religious and linguistic commonalities (House, *et al.*, 2004:179). There is also a modicum of empirical research, which supports House, *et al.*'s (2004) cultural dimensions framework (see section 2.7.2) and Chapter 3 (see section 3.7.3). Prominent in the findings of House *et al.* (2004:179), is that Geography had a major influence on culture, which explained inter-societal variation in cultural dimensions, such as power distance. The portrayal of Africa and culture, leadership and organisation by House *et al.*'s (2004:6) Globe study, is that organisations operating in countries/regions with high uncertainty-avoidance orientation do not regard leaders/managers as powerful because they guard against those leaders/managers that abuse power (House *et al.*, 2004:5-6). Thus, an interesting observation in the Globe study is the clustering of the African continent, South Africa in particular, the focus of this study.

As can be seen in Figure 2.4, two northern African countries, Egypt and Morocco were clustered by House *et al.* (2004:190) among the Middle-East countries. As purported by House *et al.* (2004), Egypt and Morocco may have been linked with the Middle-East cluster because some studies done in Africa do not usually include them as part of the sub-Saharan African countries (Madavha, Burgess, Drucker, 2002:295; O' Meara, Mangena, Steketee & Greenwood, 2010:548-9). House *et al.*'s (2004) clustering of northern African countries, Egypt and Morocco in particular, is not surprising given that these countries are said to be closely connected in sentiment and foreign policy with the Arab states. Also connected with the Arab states is the Arab culture and vernacular, which are the common means of a spoken discourse (Arouri, Youssef, M'henni & Rault, 2012:3-4). As propounded by House *et al.* (2004), leadership in the above two countries is one that supports collectivism, connoting Arab cultural values.

Although the sub-Saharan region has about 43 countries (van der Werf, 2003:65; O' Meara *et al.*, 2010:548-9), House *et al.* (2004:190) only sampled five countries for their study, and South Africa is the main focus of analysis in this study. Therefore, the same can be said for the sub-Saharan Africa region, whereby in Figure 2.4, the South African sample of black managers was clustered in among countries such as Zimbabwe, Nigeria, Zambia and Namibia. This clustering is surprising given that only the white South African sample was clustered among countries within the Anglo cluster, without explaining what happens to Indians, coloureds and other cultures of South African origin. This could be a major limitation of the Globe study because there may be serious implications on the conclusions made, resulting in South African managers being portrayed differently; in terms of culturally endorsed leadership styles (see section 2.6.4).

The foregoing brings to the equation the similarities and differences of leadership styles between the samples of black and white South Africans, and takes cognisance of the cultural dimensions and influence on leadership behaviour. Thus, as mentioned, House, *et al.*'s (2004) clustering of various study samples in their research seem to be based on language similarity (e.g. English for the white South African sample is clustered among English speaking countries in Figure 2.4) which excluded South African managers speaking African, Portuguese, and other languages, let alone other managers of origins other than black and white. This limitation makes it further challenging to help researchers to pinpoint South African management leadership

styles linked with cultural orientation and influence on frontline managers and non-managerial employees.

2.6.4 Culture and leadership versus culturally endorsed leadership styles

House, *et al.* (2004:268) explored the impact of society demographics by examining the relationship between the Globe performance oriented leadership scores within the geographic regions. The analysis of the Globe study on culture, leadership and organisation revealed about 112 leader behaviour characteristics, such as modest, decisive, autonomous, and trustworthy. As mentioned before, House *et al.* (2004:40) assert that many leadership dimensions are culturally contingent and are desirable in some cultures, but not in other cultures. Various leadership styles as described in Table 2.8 represent six culturally endorsed-leadership dimensions (House *et al.*, 2004:41). These leadership styles constitute effective and ineffective leadership as perceived by members of societal cultures that share common values (House *et al.*, 2004:40).

As is evident in Table 2.8 below, there appears to be a diverse view of the beliefs about what constitutes effective leadership. These views are an indication that what societies expect of leaders in terms of what they can and cannot do vary considerably. This also suggests that leadership is not a universal concept (House, *et al.*, 2004:49). On the basis of House *et al.*'s (2004:49) views, there are several implications for each leadership dimension. As part of the Globe measures, these various culturally endorsed leadership styles have been measured against high and low performance orientated practices and values.

On the whole, House *et al.* (2004:243) found that performance orientation is an important dimension of a community's culture. It can be defined as an internally consistent set of practices and values that have an impact on the way a society defines success in adapting to external challenges, and the way the society manages internal relationships among its people. Consequently, one of the elements of performance-oriented societies is that compared with less performance-oriented societies, high performance-oriented societies tend to value individuals and groups that produce results and accomplish their assignments (House *et al.*, 2004:245). Correspondingly, these societies tend to value tasks more than social relationships.

Table 2.8: Summary of culturally endorsed leadership styles

Leadership Style	Description	Primary dimensions
Value-based leadership	Reflect the ability to inspire, motivate and expect high performance outcomes from others based on firmly held values.	<ul style="list-style-type: none"> - Visionary - Inspirational - Self-sacrifice - Integrity - Decisive - Performance oriented
Humane-oriented leadership	Reflect supportive and considerable leadership and include compassion and generosity.	<ul style="list-style-type: none"> - Modesty - Humane orientation
Team-oriented leadership	Embraces effective team building and implementation of common purpose among team members.	<ul style="list-style-type: none"> - Collaborative team orientation - Team integrator - Diplomatic - Malevolent - Administratively competent
Participative leadership	Reflects the degree to which managers involve others in making and implementing decisions.	<ul style="list-style-type: none"> - Nonparticipating - Autocratic
Autonomous leadership	Refers to independent and individualistic leadership attributes.	<ul style="list-style-type: none"> - Individualistic - Independent or autonomous
Self-protective leadership	Focuses on ensuring safety and security of individual and group through status enhancement and face saving.	<ul style="list-style-type: none"> - Self-centred - Status conscious - Conflict conductor - Face saver - Procedural

Source: Adapted from House *et al.* (2004:46-48)

A summary of the key findings focusing on the scores of the Anglo and the sub-Saharan clusters attempt to explain the difference between various leadership dimensions and variation in performance practices. Based on the scores ranging between one and seven, where one to 3.5 represented a style that inhibits outstanding leadership, and 4.5 to seven represented a style that contributes to outstanding leadership. An overall score comparing clusters within the Middle East, sub-Saharan

Africa and Anglo regions have been reviewed, followed by the scores differentiating black and white South African managers as leaders (see Table 2.9).

Concerning the assessment of performance-oriented cultural practices and leadership dimensions, House *et al.* (2004:268) has shown that performance-oriented leadership was considered most effective in the Anglo cluster with a score of 6.33 compared to the Middle East, which scored 5.48. Similarly, the scores for sub-Saharan Africa were lower at 5.98. The scores can be viewed as indicating that performance-oriented leadership was least effective at both the Middle East and sub-Saharan Africa, compared to the Anglo cluster (House *et al.*, 2004:268). For the sake of clarity, countries within the Middle East, sub-Saharan Africa, and Anglo clusters are included in Figure 2.4. Despite the growing importance of Globe studies, certain limitations, which are included in this review, can be inferred. Table 2.9 highlights the scores of South African samples of middle managers (House *et al.*, 2004:591-592). These scores are included in order to understand management behaviour and style of leadership in a diverse sample of managers in the context of South Africa.

Table 2.9: Scores of South African middle managers as leaders

Leadership Styles	Black Manager Scores	White Manager Scores
Value-based (charismatic) leadership	5.79	6.05
Team-oriented leadership	5.70	5.74
Participative leadership	5.31	5.73
Humane-oriented leadership	5.16	5.08
Autonomous leadership	3.63	3.82
Self-protective leadership	3.55	3.08

Source: Adapted from House *et al.*'s (2004:591-592).

As shown in Table 2.9, leadership styles of both black and white South African managers differed marginally except for the self-protective leadership style, which saw scores of 3.55 and 3.08 for black and white managers respectively. Thus, when looking at others such as value-based leadership, the scores were 5.79 and 6.05 for black and white managers respectively. It also needs to be borne in mind that all the scores, including high performance-orientated leadership styles, represented average scores because the sample formed part of a diverse group of middle-managers within the Anglo and sub-Saharan clusters where black managers were grouped with managers

from Namibia, Nigeria, Zambia and Zimbabwe with different languages. This is probably why House *et al.* (2004:187) incorporated *Ubuntu* in their analysis of culturally endorsed leadership as a distinctive philosophical concept on which the sub-Saharan Africa cluster managers could focus. According to House *et al.* (2004:187), countries with the sub-Saharan cluster are known for their mentality of African humanness, which is embedded in *Ubuntu* and characterised by the norms of reciprocity, suppression of interest, the virtue of symbiosis, and human interdependence.

With regard to the sample of white South African middle managers, they were grouped among Canada, USA, Australia, Ireland, England and New Zealand, primarily English speaking countries (House *et al.*, 2004:190). An important limitation for noting in these findings is that, the sample of white English South African middle managers may have excluded other white South African middle managers who do not speak English. In addition to this prevailing limitation, it can also be said that most research completed outside Africa, and South Africa specifically, tend to ignore the fact that South Africa is a multicultural society that is represented by diverse ethnic groups. Altogether, this review has indicated that the connection between culture and leadership behaviours resulting from cultural differences may have an effect on the practices of managers at least in terms of what is expected in organisations operating outside the borders of a manager's specific culture. This is consonant with Jackson's (2004:vii) contention that, if management in sub-Saharan Africa is going to be effective, one need to be aware of and know how to manage cultural differences within a complex and rapidly changing multicultural context. Jackson's (2004:vii) contention coincided with the time when an understanding of cross-cultural dynamics, operating on organisational and management factors south of the Sahara, needed to be appreciated in the context of an emerging democratic South Africa.

Building from theoretical frameworks on national cultures, the application of cultural dimensions (Hofstede, 1980b, 2011; House *et al.*, 2004) in this study was deemed appropriate in providing the theoretical basis upon which much cultural context research has been built. Hofstede (2011:3) argued that the culture of occupations was still relatively unexplored in cultural context studies, suggesting that it remained a collective phenomenon that could be connected to different collectives. Therefore, this study builds on cultural dimensions, culturally endorsed leadership styles and African humanness (*Ubuntu*) to explore how common South African frontline managers of tourist hotel accommodation are in their cultural orientations, as culture may influence

the way they behave, including how they work and develop their commitment to the organisation.

A growing trend found in the literature on African cultures is the connection between leadership and management, particularly within the South African literature. The philosophical thought system of *Ubuntu* (translated as African humanness, with slogans like '*Umuntu ngumuntu ngabantu*', that is, 'a person is a person through others') is becoming increasingly important in understanding the influence of management style on OB (Khoza, 1994; Mbigi & Maree, 1995, 2005; Battle, 1996; Mbigi, 1997; Mangaliso, 2001; Nussbaum, 2003; Broodryk, 2005; Karsten & Illa, 2005; Poovan, du Toit & Engelbrecht, 2006; Msila, 2008; Nyathi, 2009; Newenham-Kahindi, 2009; Nkomo, 2011; Qobo & Nyathi, 2016). The *Ubuntu* concept is generally invoked to capture a constellation of traditional African value claims with a purportedly deep oral tradition. A comprehensive analysis of the *Ubuntu* concept is provided (see section 3.6). The section that follows reviews literature on empirical research commenting on the determinants of employee OC and multiple commitments in relation to supervisors and co-workers, and its role in motivational HR practices.

2.7 OVERVIEW OF EMPIRICAL RESEARCH ON COMMITMENT RELATIONSHIP

In addition to previous empirical studies discussed above, several studies that combined commitment profiles (Gellatly, 2006:336; Sommers, 2009:80; Meyer & Maltin, 2010:334) confirmed that employee AC correlated significantly with NC, but had no significant correlation with CC and AC. These studies argue that HRM policies and practices that create feelings of obligation to remain with the organisation, might lead to a reduction in discretionary performance if employee AC is weak and CC is strong (Gellatly *et al.*, 2006:336; Meyer & Maltin, 2010:334). Moreover, Srivastava and Dhar (2016:363) commented that leader member exchange (LMX) and HRM practices have a significant positive impact on employee OC and extra-role performance such as service quality.

More recent studies (Zopiatis, Constanti & Theocharous, 2014:136; Sharma & Dhar, 2016:172; Kim *et al.*, 2016:574) mirrored previous findings and confirmed that there is a positive relationship between employee OC, POS and JS. Kim *et al.* (2016:574) added that the perceived organisational competence (POC), defined as a global

perception regarding the organisation's ability to achieve objectives and goals, plays an important role in moderating the relationship between POS and employee AC. Therefore, based on the findings of these empirical research studies, it was hypothesised in this study that there would be:

- *Hypothesis 1:* A positive relationship between HRM practices and employee AC.
- *Hypothesis 2:* An indirect relationship between POS and HRM practices.
- *Hypothesis 3:* A positive correlation between HRM practices and NC.
- *Hypothesis 4:* A negative relationship between HRM practices and CC.
- *Hypothesis 5:* A positive relationship between POS and AC.
- *Hypothesis 6:* A positive relationship between POS and NC.
- *Hypothesis 7:* A negative relationship between POS and CC.

Recent studies (Zopiatis *et al.*, 2014:136; Paek, Schuckert, Kim & Lee, 2015:22; Tekingündüz, Top, Tengilimoğlu & Karabulut, 2015:534), which corroborate previous research, provided supported for the hypothesised positive relationship between employee JS and all three components of OC. Tekingündüz *et al.* (2015:534) explained that employee JS dimensions and personal variables influenced the employee AC variable in 37.5 per cent, CC in 27.2 per cent and NC in 39.8 per cent of the sample. Based on existing empirical findings in this review, it was postulated in this study that there would be:

- *Hypothesis 8:* A positive correlation between employee JS and AC.
- *Hypothesis 9:* A positive correlation between employee JS and NC.
- *Hypothesis 10:* A negative correlation between employee JS and CC.

2.7.1 Employee commitment to multiple referents

As evident in Appendix B, it appears that the renewed focus on employee OC is geared toward the use of a person-centred approach. This essentially means that employees' interaction with supervisors, peers, and other members of the organisation, happens in ways that evolve into relationships that involve transactions in which both parties

give and receive in some way (Tansky & Cohen, 2001:288). Thus, Stinglhamber and Vandenberghe (2003:264) explained that the interest in the person-centred approach particularly, the examination of employee-supervisor linkage, aside from the employer-employee relationship, was credited with the trend toward globalisation of markets and changes such as mergers and acquisitions in organisations. Stinglhamber and Vandenberghe (2003:264) observed that both the organisation and supervisor were distinct sources of perceived support and separate targets of employee commitment. The same study noted that employee AC to the supervisor was significantly related to turnover and mediated the effect of perceived supervisor support on turnover while organisational AC did not affect turnover. Other research noted that if employees experience their leader as untrustworthy or uncaring, then they are significantly less likely to agree with and internalise that leader's views and values (Mastrangelo, Eddy & Lorenzet, 2004:442).

Vandenberghe, Bentein and Stinglhamber (2004:62) provided additional evidence that AC commitment to the supervisor was significantly associated with job performance, than was commitment overall to the organisation. Stinglhamber, De Cremer and Mercken (2006:458) expressed similar views. Later studies by Meyer, Morin and Vandenberghe (2015:56), advanced person-centred research, highlighting that the effect on a person was based on the notion that commitment mindsets (affective, normative and continuance commitment or commitments) to different constituencies (organisation, occupation, supervisor, team), which when combined, can be experienced in different ways. Accordingly, Meyer *et al.* (2015:70) found that POS and PSS were both important and provided unique additive effects on employee profile membership; meaning that as POS and PSS increased, employees were more likely to experience a sense of moral commitment (i.e., AC/NC-dominant, a desire to do what is right). Olsen, Sverdrup, Nesheim and Kalleberg (2016:399) commented on team relationship and commitment to guests. In doing so, they provided additional research findings, which indicated that the internal quality of the team relationship and satisfaction with projects makes employees highly committed to the employer and clients or profession.

Finally, more recent studies (Srivastava & Dhar, 2016:363; Li *et al.*, 2017:201) corroborated previous results and increased an understanding of the renewed research effort on multiple commitment approach. Srivastava and Dhar's (2016:363) findings revealed that a good bond between supervisor and subordinates at the

workplace can increase the level of employee commitment. Li *et al.* (2017:201) highlighted that supervisor support mediates the relationship between departmental support and individual level LMX, such that group trust mediates the relationship between supervisor support, and hence employee turnover intention. They concluded that the greater the perceived supervisor support, the greater the employee's sense of group trust, which then decreases employee turnover.

- *Hypothesis 11:* Employees reporting both perceived supervisor support and ethical culture are likely to have an AC/NC dominant supervisor commitment profile.
- *Hypothesis 12:* Employees reporting both group trust and internal quality of relationships are likely to have NC dominant co-worker commitment profile.
- *Hypothesis 13:* Employees' commitment to co-workers would be positively related to employee service quality performance.
- *Hypothesis 14:* Employees' commitment to their supervisor would be positively related to employee service quality performance.

2.7.2 The relativity of culture differences in commitment

Meyer *et al.* (2012:226-227) noted that until their own research studies on the influence of geographic cultures on managerial/ leadership styles and OC, studies were few and mainly focused on two primary culture dimensions: individualism and collectivism (identity is based on personal qualities or group membership respectively), and power distance (acceptance of unequal power distribution).

In contrast with the predictions put forth in the BI model of Fishbein and Ajzen (1977), Gellatly *et al.* (2006:343) found that individuals who are motivated by internalised values (moral obligations) were more productive and healthier than those who were motivated to meet the expectations of others (external obligations). Both Fischer and Mansell (2009:1353), and Meyer, Stanley, Jackson, McInnis, Maltin, and Sheppard (2012:238) provided evidence showing that there was a link between collectivism and AC. Fischer and Mansell (2009) compared the levels of AC and CC across countries. In doing so, Fischer and Mansell (2009:1354) reported significant correlations between NC, Hofstede's, and the Globe study's power distance practice dimensions. Meyer *et al.* (2012:238) found a positive correlation between NC and Hofstede's long-term

dimension. Consequently, Meyer *et al.* (2012:227) found that there was some evidence that AC was greater in countries with higher in-group collectivism practices such that among the most robust findings, NC was stronger in collectivist and high power distance cultures.

More recent studies, such as Astakhova (2016), found that perceived supervisor (PSS) fit and AC related both directly and indirectly (through perceived organisational (PO) fit) in Japan, but only indirectly in the United States. In both countries, PO fit positively translated into AC through collectivist values (Astakhova, 2016:961). Additionally, Huhtala and Feldt (2016:9) commented that ethical organisational culture as a soft organisational resource, leading to stronger employee identification with their organisation (i.e., a better value fit) facilitated the retention of committed and motivated workforce through fostering a strong ethical culture, which can support employees' AC to the organisation. Crucially, Huhtala and Feldt (2016:10) appears to suggest that by fostering ethical virtues, organisations can attract employees who feel that their personal values are aligned with those of the organisation, and generate positive attitudes and behaviours in employees.

Limpanitgul, Boonchoo, Kulviseachana and Photiyarach (2017:232) increased the understanding that employees who have a strong sense of belonging feel more obliged to follow organisational norms when they are in a collectivist working culture. On the whole, Limpanitgul *et al.* (2017:237) affirmed that organisational characteristics, such as culture, strengthens employee AC in both individualist and collectivist organisational cultures. This study explores the hypothesis that employees of the same nationality but working in organisations with different cultural orientations would react differently to a stimulus (see section 2.6.3).

- *Hypothesis 15:* There would be a positive relationship between frontline managers of the same South African nationality, but with different cultural orientations with OC (AC).
- *Hypothesis 15a:* Frontline managers with cultural dimensions reflecting collectivism would be positively related to both AC and NC, and negatively with dimensions reflecting individualism.

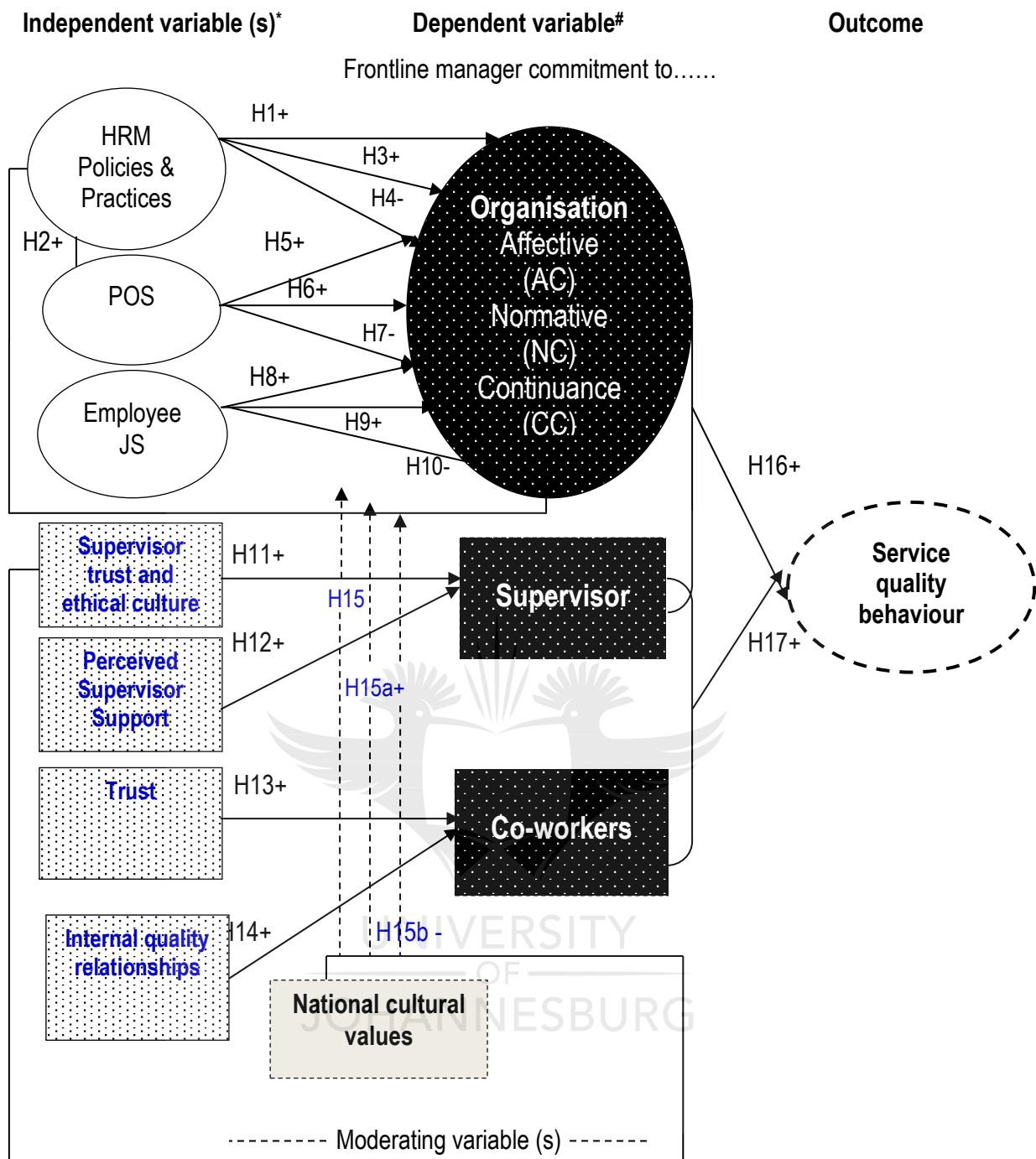
- *Hypothesis 15b*: Frontline managers with cultural dimensions reflecting collectivism would be negatively related to CC, but more positively with cultural dimensions reflecting power distance.

2.7.3 The consequence of employee multiple commitments

Malhotra & Mukherjee (2004:169) indicated that JS and OC of employees have a significant impact on service quality delivered. The affective component of commitment was found to be more important than JS in determining service quality of customer contact employees. More recent studies confirmed that OC positively influenced service quality (Garg & Dhar, 2014:72). In another study, Dhar (2015:424) reported a positive relationship between perceived accessibility and support for training, as well as perceived benefits from training on service quality mediated through employee OC. Based on the findings provided in section 2.4, it can be hypothesised that:

- *Hypothesis 16*: All three-components of employee OC would be positively correlated with employee service behaviour.
- *Hypothesis 17*: Employee commitment to multiple referents: (a) supervisor, and (b) co-worker, would have a positive relationship with employee service quality behaviour.





Note:

*Human resources management = HRM; Perceived Organisational Support = POS; Job satisfaction=JS

Affective commitment = AC; Normative commitment = NC; Continuance commitment = CC

Figure 2.5: Theoretical research model for this study

Source: Researcher's own compilation (2017)

The proposed research model was based on existing research, which states that HRM policies and practices act as mechanisms for POS. As a result, three broad organisational characteristics (HRM policies and practices, POS, and JS) were hypothesised as potential positive determinants of employee OC. The proposed model also illustrated that the relationship between employee OC and commitment to other

referents and employee service quality behaviour would be moderated by national cultural values. Finally, based on existing empirical evidence, the proposed research model hypothesised that the combination of employee AC, NC, CC, and degree of commitment to both managerial supervisor and peer co-worker would influence frontline managers' guest customer service quality behaviour (see Figure 2.5).

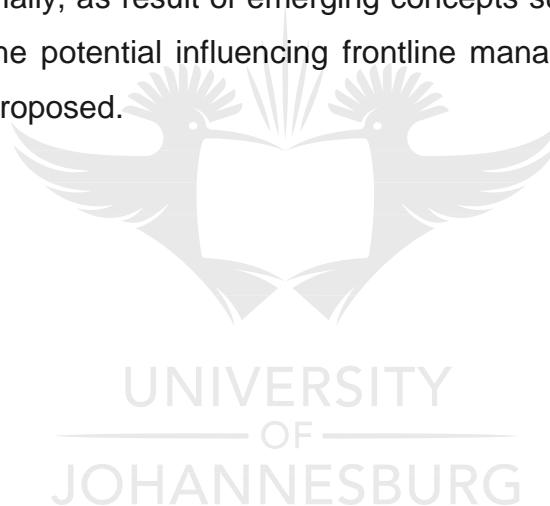
2.8 CONCLUSION

When the literature was reviewed in this chapter, research efforts to develop theory-based hypotheses concerning national culture differences as an influence on leadership's relationship to OC in a global and South African context, are still relatively limited. Additionally, research is virtually non-existent in the context of South African hotel accommodation management studies on OC, especially when considering the mediating effect of *Ubuntu*. In this chapter, a multi-disciplinary review of the literature assessed four fields of study that addressed employee work motivation and OC. These included the economics, OB, intercultural communication/cross-cultural, and international management. The aim of undertaking a multidisciplinary review of the literature on employee commitment was to establish if any similarities and differences across these fields of study were in existence. Thus, by bringing these perspectives together, a broad understanding of employee OC, and commitment generally, was maximised. The review highlighted that economist and OB researchers approach the study of OC from various vintage points. For instance, economist researchers typically conceptualised OC in terms of side-bets associated with the time, magnitude of the costs, and organisational tenure. They also emphasised monetary benefits, such as pay and pension and seemingly investigated an incomplete range of non-monetary facets and work-organisational characteristics as determinants of these dimensions. This perspective seems to neglect the non-monetary determinants that may affect employee's identification and involvement with the organisation.

On the other hand, OB researchers conceptualise OC mainly in terms of the identification and involvement, and a strong belief in accepting organisational goals and mission. The OB literature focused on a broad array of non-monetary work-organisational characteristics such as positive employee work experiences, job autonomy, and POS. Thus, this discipline tended to overlook the time aspect and side-bets dimensions, and gives less attention to monetary reward benefits as possible motivators for employee OC. Therefore, this review revealed that the economics and

OB disciplines have different emphases, rather than contradictory approaches. Each discipline provided useful but limited insights to the meaning of employee OC and its determinants.

The research gap that this study filled was to bring together the economist and OB conceptualisation of OC, and extend the theory by incorporating motivational, behavioural intentions and cross-cultural theories, thereby enabling the development of an operational definition of the OC concept from an exchange and motivational approach, (see section 3.4.1). To this end, Chapter 3 concentrates on the development and traces of the rationale for undertaking employee OC studies in the hospitality sector. The nature and characteristics of the hospitality sector has helped with understanding the contextual variables impacting the way frontline managers develop their own commitment to a hospitality organisation, such as tourist hotel accommodation. Finally, as result of emerging concepts such as work-to-family roles and *Ubuntu*, with the potential influencing frontline manager OC, a complementary research model is proposed.



Chapter THREE

The Contextual Variables and Influence of *Ubuntu* Style of Management on Frontline Managers' OC and Service Quality Behaviour

3.1 INTRODUCTION

The purpose of this chapter is to review literature related studies on frontline managers' commitment to service quality. Previous research by Elmadag, Ellinger, and Franke (2008:95) concluded that the quality of service provided by frontline employees crucially depends on frontline managers' behaviours and commitment. A frontline manager in this study is viewed as an "operational manager working at a hotel, particularly, departmental and/or sectional managers, assistant managers, and supervisors" (Maxwell & Watson, 2006:84; Domínguez-Falcón *et al.*, 2016:497). The decision for sampling frontline managers as key participants in this study was based on their knowledge of the values and norms of the hotels at which they work, and more specifically, they have a responsibility to communicate the norms, values, and goals of the hotel to frontline employees (Tang & Tsaur, 2016:2334).

This review concentrates on the relevant predictors of frontline employees, particularly frontline managers' OC including the current thinking in the hospitality management discipline. The chapter is organised into three main themes. The first theme lays the foundation for understanding the uniqueness of the hospitality (viewed in terms of its nature and characteristics) and service context broadly, in terms of existing problems relating to poor service quality delivery to the guest. The second and third themes explore the concept of employee OC in a hospitality context as well as the influence of *Ubuntu* paradigm embedded in African culture. Ultimately, the chapter outlines the relationship between frontline managers' OC, *Ubuntu*, internal service quality, and service quality behaviour respectively. Overall, the study expands the OC research through exploration of the value and influence of the culture and *Ubuntu* premise as a complementary organisational approach, thereby taking the first step towards developing an *Ubuntu* quantitative survey questionnaire and testing it in the context of South African tourist hotel accommodation frontline managers.

3.1.1 Aims

The specific aims of this chapter were to:

- Provide an overview of fundamental hospitality management and service quality literature;
- Review the role and importance of frontline managers in hospitality services;
- Broadly synthesise the service quality context in terms of characteristics of hospitality associated with poor service quality, causes of poor service, service quality gaps, as well as the role of internal service quality;
- Discuss the impact of service quality on the sustainability of South African tourism;
- Explain some ground work on African culture and management followed by existing management styles in South Africa;
- Trace the development and study of OC in the hospitality discipline;
- Provide the operational definition adopted for this study;
- Explore the common predictors of employee OC in the hospitality sector,
- Explore the value of cultural influences, premise, and promises of *Ubuntu* philosophy on employee OC and service quality behaviour; and
- Specify the contextual variables and the hypotheses' relationship between frontline managers' OC and service quality leading to the proposed complementary research model in Figure 3.5.

3.1.2 A review of fundamental hospitality management and service literature

Against the background of the literature search (see section 1.5.1), national and international published research papers within tourism, management, and hospitality literature, including unpublished theses and dissertations were identified. Most published research papers were found in the International Journal of Contemporary Hospitality Management, Journal of Tourism and Hospitality Research, International

Journal of Hospitality Management, and Tourism Journal. Citation index analysis of more than 200 research publications spanning over two decades provided the empirical base for this review.

Employing a developmental paradigm in which the research views the research topic (Trafford & Leshem, 2008:95), the study traces the development of trends and the rationale upon which hospitality researchers base the conceptualisation of OC. Therefore, this review backtracks OC research to the early writings in the 1990s up-to-the late 2000s as reflected in the primary publications (Lashley, 1995; Smith, Gregory & Cannon, 1996; Bowen, 1997; Ingram, 1997; Ingram & Jones, 1998; Lashley, 1998; Peccei & Rosenthal, 1998; Worsfold, 1999) to the most recently published hospitality research (Kuruuzum *et al.*, 2009; Karatepe 2014; Zopiatis, Constanti & Theocharous, 2014; Dhar, 2015; Deery & Jago, 2015; Domínguez-Falcón *et al.*, 2016; Jung & Yoon, 2016; Tang & Tsaur, 2016; Zhao, 2016; Li *et al.*, 2017).

The outcome of the literature review provided a diversity of factors as essential cross-fertilising ingredients in the development of employee OC in the hospitality discipline, as well as how it contributes to service quality behaviour and culture of service excellence (see Tables 3.3 and 3.4). Therefore, in order to increase an understanding of the critical importance of frontline managers having to interface between frontline employees and senior management in the context of hospitality, an overview of their role in ensuring consistent service quality delivery is provided.

3.1.3 The role and importance of frontline managers in service quality delivery

Some background on the critical importance of understanding the role of frontline managers as the mouthpiece of senior management in sharing the policies, decisions and actions with often negative and sceptical frontline employees who interface with guests (Strydom, 2012:6; Domínguez-Falcón *et al.*, 2016:497; Tang & Tsaur, 2016:2334) is provided first. The aim of this exercise was to introduce critical service quality issues that frontline managers' face and which influenced the choice of dichotomous variables under study. The second rationale for deciding on the list of variables of interest was underpinned by existing empirical research (Nicolaidis, 2010:7; Kim, Tavitiyaman & Kim, 2009:370; Gjerald & Øgaard, 2010:478; Strydom, 2012:6; Cohen & Olsen, 2013:246) which accentuates that:

- Frontline managers' superiors who are not comfortable discussing diversity issues opt for shifting responsibility to senior management (Nicolaides, 2010:7).
- Frontline managers are often confronted with difficult situations having to disagree with the decisions made by senior management, but have no choice but to share those decisions with frontline employees (Strydom, 2012:6).
- Frontline managers are forced to change their attitudes to address potential cognitive dissonance and avoid work-related stress (Strydom, 2012:6).
- Frontline managers' biggest role is ensuring that consistent service quality is delivered, while dealing with frontline employees with diverse attitudes towards work (Hartline, Wooldridge & Jones, 2003:44 Kim *et al.*, 2009:370; Gjerald & Øgaard, 2010:478; Cohen & Olsen, 2013:246).

It is against the above background that an exploration of the relationship between employee OC, which is the dependent variable, and the contextual variables, such as HRM practices associated with selection and recruitment, training and development including employee retention, organisational support, and JS including work-family balance, ISQ, and the mediating influence of *Ubuntu* as a management style, was provided. Ultimately, research has shown that the competitiveness of tourist hotel accommodation depended on the management of HRM not necessarily by HR specialists, but by frontline managers (Hartline *et al.*, 2003:43). Without doubt, the role of frontline managers is becoming even more important for tourist hotel accommodation. By implication, the above influenced the ontology as well as mixing of methods that address the research topic (Guba, 1990:17) in a way that:

- A 'supportive organisation' (South African tourist hotel accommodation) displays concern for the needs and well-being of its employees, including encouraging, respecting, and recognising frontline managers' insights in the development of commitment towards organisational visions and goals;
- Encourages South African tourist hotel accommodation leaders and top managers to continuously nurture and support the development and professionalisation of the frontline managers' role towards frontline employee service quality behaviour, thereby sharing the expectations and norms of the South African tourism industry, tourist hotels in particular; and

- Addresses the research problem through a multi-disciplinary approach, multiple methods, and views the notion of collective cultural values of *Ubuntu* as an ontological aid.

Strydom (2012:6) further explained that top management must be in touch with the feelings and perceptions of these frontline managers in a way that enables them to indicate whether the policies that are put in place in fact lead to the desired outcomes. Therefore, it is predicted in this study that the paramount importance and responsibility placed upon frontline managers to ensure successful interactions between a guest and a frontline employee, and commitment to service quality may only be realised if there is a full understanding of the fundamental influence of the contextual variables identified in this investigation. In summary, the above beliefs coupled by an abundance of empirical evidence led to the development of the proposed complementary research model (see Figure 3.5). Next, an overview of the nature and characteristics of hospitality within the context of service quality delivery is provided.

3.2 THE CHARACTERISTICS OF HOSPITALITY: A SERVICE QUALITY CONTEXT CONSIDERATION

The uniqueness of service quality provision to each type of industry is supported by extensive literature (Zeithaml, Parasuraman & Berry, 1985:44; Peccei & Rosenthal, 2001:831; Malhotra & Mukherjee, 2004:162; Kandasamy & Ancheri, 2009:228; Cheung & To, 2010:259). From the preceding statement, a comment that can be made is that, when the service quality concept is discussed, hospitality is usually characterised as uniquely different to other sectors (Kirillova, Gilmetdinova & Lehto, 2014:24). Therefore, reviewing the characteristics of hospitality within a service quality context draws attention to the importance of management systems and practices in assessing the type and level of interaction between guests and frontline employees.

The summary provided in Table 3.1 portrays hospitality as a unique sector. Besides the well-established notion of emotional attachment to the guest (Lashley, 1998:25; Kirillova *et al.*, 2014:24), these characteristics appears to place hospitality organisations such as tourist hotel accommodation at the centre in as far as intangibility and inseparability of service and guest experience is concerned. In this case, service quality delivery in the context of hospitality emphasises the inseparability of production and consumption of service and heterogeneity, which manifests itself in a high degree

of interpersonal interface between guests and frontline employees (Bharwani & Butt, 2012:151).

Table 3.1: The unique characteristics of hospitality

Characteristic	Principle	Reference
Inherent reliance on people	<ul style="list-style-type: none"> - Hospitality employees cannot easily be replaced by technology. - Human component makes telecommunicating unfeasible 	Kirillova <i>et al.</i> (2014:24), Maumbe & van Wyk (2011), Pizam & Shani (2009), Bharwani and Butt (2012:151)
Emotional attachment	<ul style="list-style-type: none"> - Being sensitive and caring towards guests. - Extension of the host to the guest based on their common humanity. 	Kirillova <i>et al.</i> (2014:24). Chan & Jepsen (2011), Maumbe & van Wyk (2011), Pizam & Shani (2009)
Hospitableness	<ul style="list-style-type: none"> - Hospitableness understood as enacted hospitality. - Focus on social and cultural meaning rather than merely the commercial one. - Ensuring happiness of the guest and making them feel genuinely welcome. 	Kirillova <i>et al.</i> (2014:24), Gjerald & Øgaard (2010:478), Pizam & Shani (2009), Kim <i>et al.</i> (2009:370), Elmadag <i>et al.</i> (2008:95)
Hospitality as an experience	<ul style="list-style-type: none"> - Provision of services in a way that leaves memorable experiences (even in routine operations). 	Pizam & Shani (2009).
Hospitality as a philosophy	<ul style="list-style-type: none"> - Applies generosity and kindness. - Offers more genuine and sensitive care. 	Pizam & Shani (2009).

The characteristics identified in Table 3.1 can be conceptualised into the following statements:

- The guest's impression of the host (hospitality establishment) is built-up from guest contact employees and interaction with the guest (Kirillova *et al.*, 2014:24). This also means that the host (service employee) is present when the service is being delivered and consumed by guests (Lashley, 1998:25);
- To a certain extent, guest contact employees act as ambassadors or the face of the hospitality establishment (Kirillova *et al.*, 2014:24; Elmadag *et al.*, 2008:95) and;

- Tourist hotel accommodation services occur at a specific time with the attendant problem of heterogeneity and perishability (Kirillova *et al.*, 2014:24).

In summary, the above characteristics of hospitality increase an understanding of the unique nature of the hospitality sector and nature of work (for example, the 24/7/365⁷ operations) because of the demand for hospitality services, particularly tourist hotel accommodation services. The service quality concept is now defined.

3.2.1 Defining service quality

First, the total comprehensiveness of service quality, according to Regan (1963:58) who first coined the characteristics of service, is not made difficult by how guests evaluate its performance but by the inherent characteristics of 'service' such as intangibility, perishability and heterogeneity.

In the end, Bansal and Taylor (1999:204) defined service quality as: "consumer's judgment about an organisation's overall excellence or superiority, which is similar to guest's general attitude towards service organisation". Service excellence on the other hand is conceptualised as "the provision of excellent service quality through a management system, exceeding a guest's previous expectations, to result in not only guest satisfaction, but also guest delight and guest loyalty" (Gouthier *et al.*, 2012:448).

In consonant with Regan (1963:58), several studies (Zeithaml, Parasuraman & Berry, 1985:34; Haywood-Farmer, 1988:20; Saunders & Graham, 1992:245; Ross, 1994:274) affirmed that services could be categorised into four distinct characteristics that make the management of quality both more important and difficult for the services sector environment than for manufacturing. Accordingly, these inherent characteristics of service include:

- (1) Intangibility;
- (2) Heterogeneity (non-standardisation);
- (3) Inseparability of production and consumption; and
- (4) Perishability (that is, service cannot be inventoried).

⁷ 24/7/365 means 24 hours per day, seven days per week, and 365 days per year.

Given the above characteristic of service, it can be said that in most tourist hotel accommodation, competitive sustainability may be affected by intangibles such as the quality of service encounters (Zeithaml, Parasuraman & Berry, 1990:89; Malhotra & Mukherjee, 2004:166), because guests usually evaluate the soft elements (intangibles) more often than they do the physical elements (tangibles).—Cohen and Olsen's (2013:246) study complemented previous research and suggested that the high-touch nature of hospitality services makes both guests and employees perceive hospitality as more people-orientated than other industries. These revelations imply that service quality behaviour and excellence in the context of tourist hotel accommodation may not be straightforward to achieve. The essential argument here is that the complexity of service quality delivery may be the function of known factors such as the nature of working hours, work interference with family roles and subsequently employee commitment (Namasivayam & Zhao, 2007:1219; Karatepe & Magaji, 2008:395; Choi & Kim, 2012:1022; Zhao, 2016:2428).

Other factors such as the culture of employees and the culture that tourists may bring on vacation may be very subtle. These factors may go unforeseen until it is too late, creating problems for the management of service quality behaviour and ultimately the sustainability of South African hospitality. Therefore, it cannot be ignored that there are still numerous challenges, which stand in the way of providing consistent service delivery. There is very limited if any reference made in the literature about the importance of African culture in the context of South African tourist hotel accommodation organisations. For instance, the influence of *Ubuntu*, which is espoused under African culture, remained an unexplored terrain. This investigation addresses this research gap (see section 3.6). In relation to the challenges of service quality highlighted in section 3.3.1, an overview of service quality issues and the importance of understanding poor service quality issues generally and in the context of South African tourist hotel accommodation is given.

3.2.1.1 Service quality challenges in the hospitality sector

In consideration of the unique characteristics of hospitality (Table 3.1), it can be said that measuring service quality delivery may not be a straightforward task for frontline employees to accomplish even under the supervision of frontline managers (Saunders & Graham, 1992:245). According to Saunders and Graham (1992:245) problems occur in service contexts such as hospitality because it is difficult to define the exact

requirements of an acceptable standard of guest service. For instance, Ross (1994:274) suggested that difficulty in service delivery comes with soft measurements (those elements that are qualitative and make it challenging to judge), for example, speed of service delivery, or employee attitudes to work and provision of prompt service.

Follow-up research by Lashley (1998:25) explained that the personal nature of the interaction between the guest and frontline employee, which varies in interpretation, makes service quality delivery difficult to standardise. Several researchers (Ramsaran-Fowder, 2007:19; Elmadag *et al.*, 2008:95; Bharwani & Butt, 2012:151; Kirillova *et al.*, 2014:24) expressed similar views. These studies affirmed that the role of frontline employees in service delivery varies considerably across many hospitality organisations. Therefore, the role of frontline employees in the context of South African tourist hotel accommodation is not an exception. Linked with the above difficulties in ensuring consistent service delivery, a review of the causes of poor service quality in the hospitality sector generally and in the context of South Africa specifically, is provided.

3.2.1.2 Causes of inconsistent (poor) service quality: Consequences for frontline managers

Reviews of previous and more recent research findings (Lashley, 1998:25; Kandampully & Suhartanto, 2000:350; Atilgan *et al.*, 2003:412; Bates and Bates and Johnston, 2003:173; Ekiz, 2009:540; Orfila-Sintes & Mattsson, 2009:381; Dawson & Abbott, 2011:290; Bharwani & Butt, 2012:150; Amin *et al.*, 2013:122; Coughlan *et al.*, 2014:103; Naudé & Kloppers, 2016:62) indicated that service levels in the hospitality sector continue to wane, even after so many determinants of excellent service have been identified (see Appendix D).

The review highlighted that various causes of poor service quality can be attributed to structural, personality and management problems, including limited infrastructure, lack of training, and bad treatment of employees in the hospitality sector generally. Other studies (Nicolaidis, 2010:7; Kim *et al.*, 2009:370; Gjerald & Øgaard, 2010:478; Strydom, 2012:6; Cohen & Olsen, 2013:246) attribute poor service quality to senior management behaviour and attitude towards frontline managers who interface with frontline employees. The fact that the same service quality issues identified as continuing to contribute to poor service quality in the 21st century could be an indication

that service quality gaps that have long been established in the SERVQUAL model (Zeithaml, Berry & Parasuraman, 1988:36; Gouthier *et al.*, 2012:448) are not yet clearly understood in the hospitality sector. The service quality gaps model is now reviewed.

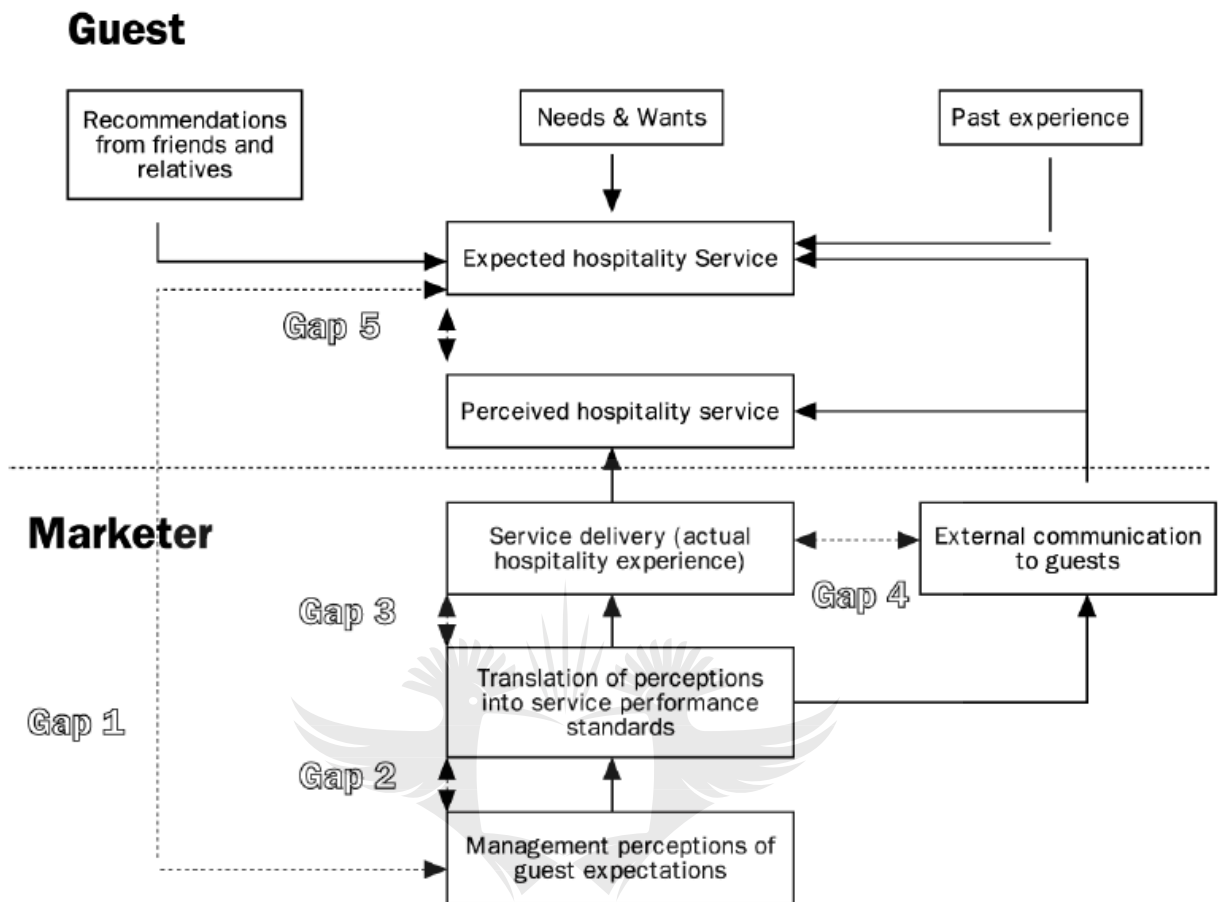
3.2.1.3 *The service quality gap model*

SERVQUAL is a methodology and a defined process (Zeithaml, Berry & Parasuraman, 1988:36; Gouthier *et al.*, 2012:448) for assessing service quality. The Model provides a management process that can be integrated into a larger management system. As shown in Figure 3.1, the SERVQUAL model has been used widely in the hospitality sector (Yilmaz, 2009:376). Several researchers (Pizam & Ellis, 1999:330; Alexandris, Dimitriadis & Markata, 2002:225; López Fernández & Serrano Bedía, 2005:10) have added to the empirical knowledge on how to assess service quality using the SERVQUAL gap model methodology. The goal of including SERVQUAL in this section is not to measure service quality gaps, but to use the academic research available about the model to inform the causes of poor service quality in the tourist hotel accommodation context. These causes can be traced in the SERVQUAL gap model (Figure 3.1). The width of any of the five gaps in determining service quality can be understood from assessing five generic attributes that influence guests' assessments of service quality (Berry & Parasuraman, 1991:16), namely:

- (1) *Reliability*: The ability of guest contact employees to perform the promised service dependably and accurately.
- (2) *Tangibles*: The appearance of physical facilities, equipment, personnel, and communications materials.
- (3) *Responsiveness*: The willingness of guest contact employees to help guests and provide prompt service.
- (4) *Assurance*: The knowledge and courtesy of guest contact employees and their ability to convey trust and confidence.
- (5) *Empathy*: Caring and providing individualised attention to guests.

The importance of SERVQUAL methodology is that management should understand that when guests assess the greater or lesser extent of service quality (soft issues)

after it has been received – an outcome of management processes is based on prior expectations and the actual service experienced at hotel accommodation.



Note

1. **Gap** between consumers' expectation and management's perceptions of those expectations (i.e. not knowing what consumers expect).
2. **Gap** between management's perceptions of consumers' expectations and service quality specifications (i.e. wrong service-quality standards).
3. **Gap** between service quality specifications and service delivery (i.e. the service performance gap).
4. **Gap** between service delivery and external communications to consumers about service delivery (i.e. when promises do not match delivery).
5. **Gap** between consumers' expectation and perceived service (i.e. the total of the other four gaps)

Figure 3.1: Service quality gap model

Source: Adapted from Zeithaml, *et al.* (1988:36)

Therefore, the three attributes of the SERVQUAL model that this research draws attention to are responsiveness, assurance, and empathy because they relate to the constant interaction between guests and frontline employees, and closing such gap is one of the aspirations of this study. Although SERVQUAL model has been criticised by other researchers (Babakus & Boiler 1992; Cronin & Taylor 1992; Dabholkar, *et al.*, 2000:141; Du Kang & James, 2004:266), arguing that most results generated from SERVQUAL come only after the service was delivered, these studies did not go far in addressing the issue. Consequently, this gap is addressed in this study. This means

that any failure detected from the SERVQUAL measurements is recognised when it is already too late to respond. Consequently, complementary service quality measures such as LODGESERV (Knutson, Stevens, Wullaert, Patton & Yokoyama, 1991:279), SERVPERF (Cronin & Taylor, 1992:62), and DINESERV (Stevens, Knutson & Patton, 1995:37) have been developed to address defining and understanding pre-guest service quality issues. These later models focussed on internalisation of service based on the required performance standards and guest comments. Because of these models proposing the internalisation of service, it made logical sense to investigate the fundamental importance of the role of internal service quality towards service quality behaviour and the expected links between value adding departments to the external guest (see Figure 3.2).

3.2.1.4 *An overview of internal service quality or value chain*

Internal service quality (ISQ) is based on the premise that to deliver consistent service quality and ensure guest satisfaction, service organisations must identify, measure, and manage the elements that it produces (Hallowell, Schlesinger & Zornitsky, 2002:21). The idea of internal service quality (ISQ) according to Sharma, Kong and Kingshott (2016:773) emerged in the service marketing research, which viewed departments within the organisation as internal guests. The foundation of this concept therefore suggests that satisfying the needs of internal guests (defined for the purpose of this review as frontline employees receiving service from internal service providers) would help organisations achieve business objectives (Sharma *et al.*, 2016:773).

Previous important research in this area (Bai, Brewer, Sammons & Swerdlow, 2006:49; Stanley & Wisner, 2001:288; Schneider & Bowen, 1993:39; Berry & Parasuraman, 1991; Gronroos, 1990:244; Heskett, Sasser, Earl & Hart, 1990) has focused on the role of ISQ as a moderating variable to achieving service delivery, while at the same time limiting guest complaints. Gjerald and Øgaard (2010:478) complemented the above by stating that internal guest service quality promotes cooperation among frontline employees and ultimately service departments. The above suggests that the aggregated process of cooperation among frontline employees and value-adding departments involves working together and having regular interactions with one another, including guests. In this regard, Gjerald and Øgaard (2010:478) point out that the commitment and cooperation between co-workers serve as a basis for role expectations and role divisions during complex service deliveries. This is where

commitment to service quality and service quality culture may fit in. According to Gronroos (1990:244), service quality culture as “a culture where an appreciation for good service exists, and where giving good service to internal and, ultimately, external customers is considered a natural way of life and one of the most important norms by everyone.” In this study, ISQ is conceptualised as frontline managers’ satisfaction with the services received from various internal service points (that is, other departments), interfaced by the procurement of goods from the external suppliers. In this context, value adding departments in a tourist hotel accommodation would include front office, housekeeping, and the food and beverage department (Meliou & Maroudas, 2011:222; Lee & Way, 2010:348; Kandasamy & Ancheri, 2009:330). This context is illustrated in Figure 3.2.

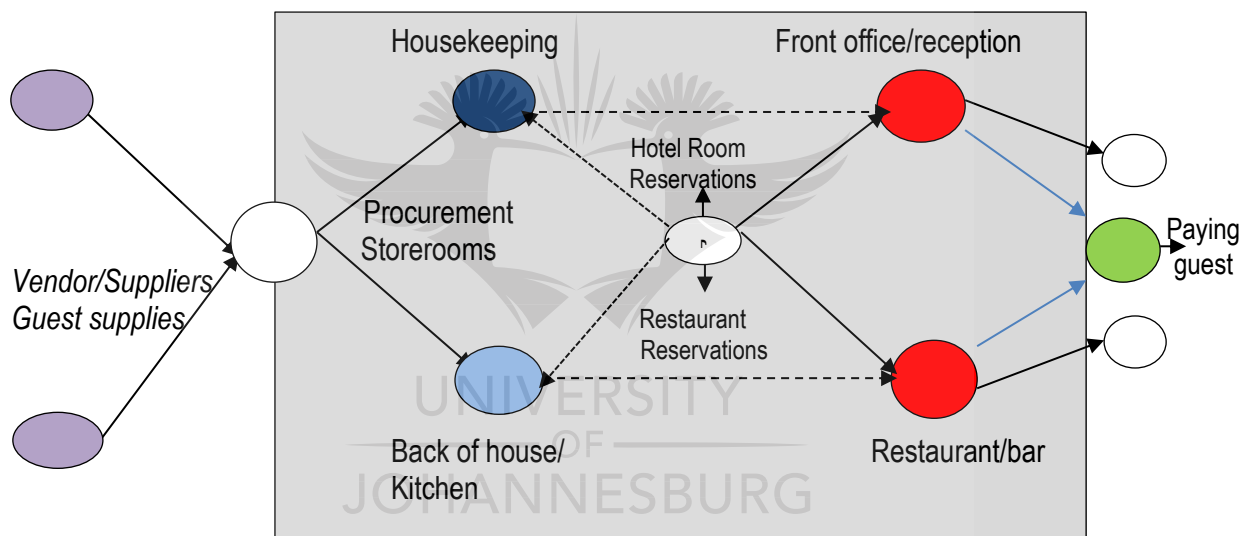


Figure 3.2: The influence of internal service quality on service value-chain

The connections illustrated in Figure 3.2 connote interconnectedness between value adding departments and among co-workers. This, for example, means that, co-workers as internal guests usually rely on evaluating suppliers because their perceptions of service quality are impacted by the actions taken both by procurement and supporting departments including receiving, warehousing, and inventory control (Stanley & Wisner, 2001:288; Gjerald & Øgaard, 2010:477; Tews, Stafford & Tracey, 2011:99). Another observation that can be seen in Figure 3.2 is that some departments can be internal suppliers in one situation and internal guests in another situation. It is also interesting to note that the SERVQUAL gap model discusses the ISQ as it relates to

the internal service provider gaps, which the authors of the SERVQUAL model call the antecedents of service-provider gaps (Hallowell *et al.*, 2002:21). Accordingly, internal service quality problems are seen as responsible for many of the perceived guest service quality problems in most service industries.

Further analyses of the ISQ suggest that there may be a reverse transaction whereby internal suppliers (e.g. chef in the kitchen), may expect information (a correctly written food order from the frontline employee) so that they are able to properly carry out their delivery role. In this case, the chef becomes an internal guest (Stanley & Wisner, 2001:288). The preceding sentiment was supported by Strydom (2012:84) who stated that employees who established close interpersonal relationships and interactions with co-workers have higher levels of OC than do their counterparts not experiencing such support. This review indicates that ISQ can be a source of satisfaction for both guests and employees, meaning satisfied frontline employees translate to happy guests. Therefore, in consideration of the importance of ISQ, this study adapts the research directions recommended in the OB and management research about collective achievement of organisational goals (see section 2.7.2). It also explores the notion of African culture and *Ubuntu* embedded in African management discourse in order to evaluate its influence on frontline managers' OC and work performance outcomes such as service quality behaviour.

3.3 THE IMPACT OF SERVICE QUALITY ON THE SUSTAINABILITY OF SOUTH AFRICAN TOURISM

Since the early 2000s, the tourism industry in South Africa continues to flourish, having a positive impact on the South African hospitality sector. The emergence and expansion of South African tourism as a major service industry was discussed in detail in section 1.2.3.1. In terms of the economic importance of tourists, various tourism proponents reported that by 2006, tourist arrivals in South Africa reached 8.4 million (DoL, 2008:6; Petzer, Steyn & Mostert, 2008:2; Taal, 2012:3; WEF, 2013:24; Coughlan & Haarhoff, 2014:98). These tourist arrival figures created fortunes for the hospitality sector, particularly, the South Africa accommodation sub-sector, which is responsible for housing visiting tourists (Rogerson, 2010:427). These growth figures also coincided with the history of slow development in the South African tourism industry whereby there were only about 1 003 tourist hotels, with nearly 80 per cent having 50 rooms or less in the late 1990s.

Based on the above, it can be said that tourist hotel accommodation sub-sector has a considerable role to play when it comes to the volume and value of tourism growth, which may precede any other type of development at a tourist destination. An assessment that can be made in this review is that South Africa's exponential growth in terms of tourism activity has not only improved its reputation as an international tourist market destination in the last eight years (since 2010), but also created economic confidence for investors as reported by UNWTO and other tourism research proponents. In 2010, both Travel Ultra and Chinese Tourism Magazine awards recognised South Africa as the best long-haul and holiday destination (SAT, 2012:6). Consistent with tourism arrivals, growth and expansion in the tourist hotel accommodation sub-sector has been rapid, with South Africa having increased its hotels to 1 165, with between 50 and 500 rooms totalling 9 700 rooms at the end of 2010 and 12 000 by 2011 (PwC, 2011:6; 2012:6; Rogerson & Kotze, 2011:13527). Of these tourist hotel accommodations, 77 per cent were in the three-, four- and five-star hotel grading by 2011 (PwC, 2012:6).

With regard to the value of revenue contributed by the tourism industry, previous tourism reports indicated that by the late 1990s, South African tourism GDP growth stood at 8.1 per cent and contributed about R60 billion in tourism receipts by 2007 (Rivett-Carnac, 2009:5). During the 2010 financial period, the total tourism GDP increased to R67 billion as result of the FIFA Soccer World Cup hosted by South Africa (NDT, 2011:1). The SAT (2011:2) confirmed in the financial report that about 309 554 foreign tourists spent R3.64 billion on tourism activities. By 2011, the South African tourist hotel sub-sector alone contributed over 60 per cent (63.98 per cent) of total income generated in tourism revenue (Coughlan *et al.*, 2014:98). Over R16 billion between 2012 and 2013 (R15.1 and R16.8 respectively) was also generated by the tourist hotel accommodation sub-sector (PwC, 2012:9; CATHSSETA, 2014:24). It was also reported by UNWTO (2015:10) that by end of 2014, South Africa's tourism industry accounted for over \$9 billion (USD \$9.348 billion) outpacing most countries in the sub-Saharan region.

There are still high hopes for the future of South African tourism, and tourist hotel accommodation in particular. Predictions in terms of tourist arrivals indicates that Southern African tourism industry would have annual tourist arrivals of more than 20 million by 2020 and 29 million by 2030 (Rogerson & Kotze, 2011:13527; UNWTO, 2015:15). These figures are also expected to translate to half a trillion (R499 billion) in

tourism revenue by 2020 (Rogerson & Kotze, 2011:13527; UNWTO, 2015:15). This is definitely good news for South Africa. However, with regard to the importance of service quality in South African tourism hotel accommodation, one of the fundamental issues that the NDT identified as priority in their own research published in 2011 relates to poor people management (HRM) and inconsistent service delivery. These issues still top the list of problems affecting South Africa's tourism industry even after these issues were discovered a few years back (CATHSSETA, 2013:18-19; Cohen & Olsen, 2013:246; Coughlan *et al.*, 2014:103; Naudé & Kloppers, 2016:62). This situation is regrettable given that tourists demand flexibility and standardisation of services, which is influenced by lifestyle changes such as ageing travellers, more young people travelling, and reduced leisure time (NDT, 2011:6; Leung, Bai, & Stahura, 2015:148). Just for example, approximately 90 per cent of tourists' arrivals in South Africa spent most of their time (on average five days) on holiday (Stats SA, 2012:9).

Recent tourism reports also showed that international arrivals reached a 13 per cent growth in 2016 with a remarkable figure of over 10 million tourists (NTD, 2016:1). Accordingly, an average occupancy rate of 48 per cent by international tourists to South African tourist hotel accommodation who stayed between three and six days, and the highest numbers made up of tourists received from Europe (15.1 per cent) and North America (19 per cent) respectively (NDT, 2016:1). Regardless, South African tourism industry stakeholders need not disregard the fact that tourist destinations compete for the tourist market share (Karatepe & Olugbade, 2016:2350). On the basis of these arguments, tourist' demands imply that there are rising expectations on the part of frontline employees to deliver consistent world-class service to tourists and guests, which demands commitment not only from them but also from their frontline managers (Rogerson, 2010:427; PwC, 2012:6; Deng, Yeh & Sung, 2013:133; Zwane, Du Plessis & Slabbert, 2014:1; Jaiswal & Dhar, 2016:58).

3.3.1 The value of the national tourism sector's strategic goals

According to the former Director-General of the South African national tourism, the development and launch of the NTSES was motivated by the absence of an integrated approach to service excellence (NDT, 2011:5). Since the NTSES aligns the goals inherent in the NTSS, some background work, which the NDT affirmed from their own research, found that poor service quality related issues were attributable to poor HRM practices. These practices were related to frontline employee recruitment and

selection, poor treatment by managers and guests, as well as lack of training and development, and employee retention strategies (NDT, 2011:19-26). The NDT raised concerns about the demand for talented employees as a risk to its sustainability. As a result, NDT identified employee talent as a priority to compete in terms of global service levels and that it needs to be strengthened. Challenges in the recruitment, development, and retention of graduates competent in managing hospitality operations, able to practice intra- and interpersonal skills in service delivery, are highlighted in the NTSS document. A number of local initiatives have since attempted to address this key performance area (KPA), for example the establishment of the working relationship with SETAs, higher education institutions, and the industry including the Joint Initiative on Priority Skills Acquisition (JIPSA) (Maumbe & van Wyk, 2011:364) and SETAs.

The general culture of poor service in the South African tourism is founded on a number of key issues, which are seen as hindering the industry's performance and growth. Therefore, the launch of the NTSS in 2011, which encapsulates a vision of positioning South Africa as one of the top 20 tourism destinations globally by 2020 (SAT, 2012:3) coincided with the overall objective of the NTSES. The NTSES was launched because of the lack of a single strategy that incorporates the determinants of a service quality management system and employee excellence culture (NDT, 2011:37). The proposal for a single strategy signified that a tourism value-chain, which refers to a full range of activities required to bring a product or service through various production phases in response to tourist demand, was required (NDT, 2011:7). Since the NTSES was designed to allow South African tourism businesses to compete in the global tourism market, a service-oriented culture ensures that South Africa provides visitors with world-class experience, and requires that it is developed (NDT, 2011:10).

More holistically, the NTSES was founded on (a) the aspiration of providing world-class tourist experience underscores the belief that South Africans have a genuine pride about their country (NDT, 2011:19). This is such that (b) the initiation of a proudly South African in a service context may be a function of friendly frontline staff members that are able to create a friendly and better South Africa as seen by many tourists. Finally, (c) the South Africa's host welcome campaign, which was introduced in 1998, re-emerged as one of the building blocks for promoting the collective cultural values of *Ubuntu* in as far as frontline employees are concerned in the delivery of a service to tourists in a warm and truly caring manner (Mangaliso, 2001:24; NDT, 2011:21).

3.3.1.1 *A critical review of the NTSES*

In spite of the NDT frameworks on tourism service excellence, research insights (see, Appendix D) indicate that South Africa is still confronted with numerous service quality issues even after these frameworks were launched. Other initiatives, such as the national tourism Lilizela awards, which can be seen as a way of reinforcing the implementation of the NTSES, have been developed since 2013. The South African tourism in partnership with Grant-Thornton and the South African Broadcasting corporation (SABC) recognises and rewards tourism players who passionately provide a world-class product and service to tourists (SAT, 2017:<http://www.lilizela.co.za>). In connection with the goals of the NTSES, key categories of the South African tourism Lilizela awards have been reviewed as follows:

- *Accommodation:* The award encourages and motivates accommodation establishments (hotels, bed-and-breakfast establishments, guesthouses, backpacking hostels, caravan and camp sites, game lodges, and self-catering establishments) to offer the best service, facilities, and products. The award gives national recognition to accommodation establishments and raises their profile both locally and around the world
- *Universal accessibility:* Establishments that offer facilities for people with disabilities.
- *Visitor experience of the year:* Recognises all businesses that enable visitors to experience the diversity offered in South Africa in roots and culture, action and adventure, wildlife encounters, marine adventures, scenic beauty, beach experiences, and culture and life style.
- *Tour operators and tourist guides:* To make tourist's experiences worthwhile and provide guidance on health and safety for tourists.
- *ETEYA:* Rewards black-owned enterprises with less than 10 years' experience, less than 50 employees, and less than R10 million in annual turnover.

Even though the introduction of the national tourism awards mean-well, an area that demands further exploration is how these awards are specifically connected to each of the goals of the NTSES framework. The accommodation categories award excellence for best service, facilities, and products, while the NTSS identifies HRM practices as an important priority. Other issues identified by the NDT (2011:10) include negative

perceptions of HRM practices by frontline employees, negative attitudes towards guests, which is linked to the fact that frontline employees have never had an opportunity to experience guest service themselves, lack of operating equipment to deliver consistent service, and bad treatment by managers. This makes it difficult to connect how these issues are incorporated as part of the criteria for measuring service excellence criteria. The same can be said for culture, the category of visitor experience of the year above suggest that culture is only considered on a macro-level. There is no mentioning of the cultural values of *Ubuntu*, which were presumed to be an alternative complementary organisational approach as indicated in Chapter 1. This critical evaluation highlights that the NTSES may not be creating real focus for self-assessments by the participating tourism businesses in the Lilizela awards, which could enable them to plan development and improvements in critical wanting areas.

A comment that can be made from the above assessment is that although service quality issues continue to wane (Appendix D) it highlights the need for a highly motivated and committed workforce. South African tourism industry stakeholders (SETAs, higher education institutions, department of arts and culture, TBCSA) and other role players, such as the research community, have not been able to identify and isolate critical employment and service quality issues in a systematic way. There are several reasons for this. The role of SETAs and higher education institutions, which train, develop, and supply the human resources needs of the industry, requires that it be revisited. This view is demonstrated in a number of South African tourism and hospitality research investigations. Spowart (2011:169) found that tourist and hospitality employers complained that students leaving higher education institutions and entering the world of work often lack the competencies, particularly the soft skills. Maumbe and van Wyk (2011:364) expressed that resolving the critical skills shortage in South African tourism and hospitality remains a challenge. Complementary studies by Zwane, du Plessis and Slabbert (2014:1) have begun to raise questions about whether the CATHSSETA programme is effectively addressing the skills expectation of the tourism industry. These authors commented that the majority of tourism employers participating in the CATHSSETA programmes were not satisfied with the skills displayed by learners working in their tourism enterprises (Zwane *et al.*, 2014:2).

While the South African tourism industry, tourist hotel accommodation in particular, is still confronted with HR issues, tourist markets demand flexibility and standardisation of services. Lifestyle changes such as ageing travellers, more young people travelling,

and reduced leisure time marks the effect of the developments taken by the tourist hotel accommodation sub-sector and the demands for tailor-made flexibilities (NDT, 2011:6; Leung, Bai, & Stahura, 2015:148). This suggests that more work needs to be done in the contemporary South African tourism industry. To conclude, it is worth noting that in addition to the identified issues above, very little is known about tourism and hospitality studies, which reviews and complements the NTSES in the South African contemporary management literature. Studies have the opportunity to explain the South African NTSES and how it can be used as a tool for measuring current tourist hotel accommodation service quality levels in order to plan and direct service strategic improvements. This led to the belief that South African tourism and hospitality research proponents have not been able to follow through and conduct their research in a manner that critically evaluates and complements existing theoretical frameworks (e.g. NTSES) with their own research findings. This is an important area of research interest that needs to be addressed. Next, an overview of employee OC literature followed by cultural studies is provided.

3.4 A REVIEW OF EMPLOYEE OC. TRACING THE DEVELOPMENTAL TRENDS IN THE HOSPITALITY DISCIPLINE

This section explores the concept of OC in the tourist hotel accommodation employer-employee relationship context and proposes an operational definition of frontline manager OC. The comprehensive analysis of the reviewed literature revealed that compared to the main-stream literature (i.e., economist and OB disciplines), which developed the OC concept as far back as the 1960s, the exploration and publications about the concept within hospitality and related literature only started to appear in the 1990s (Kazlauskaite, Buciuniene & Turauskas, 2006:313). By contrast, the economics and OB literature (see sections 2.2.1.1 and 2.2.1.2) synthesised commitment mainly from an organisational, supervisor and co-worker perspectives and conceptualised three-components including affective, continuance, and normative. In particular, the economist typically conceptualised OC in terms of side-bets associated with the time, magnitude of the costs, and organisational tenure, while OB researchers conceptualised it mainly in terms of attitude in relation to the identification and involvement, and a strong belief in accepting organisational goals and mission.

In the hospitality discipline, the rationale for studying employee OC was found to be somewhat different from that in the economics and OB literature, perhaps because the

nature of the industry and involvement of the parties is different. The rationale for conceptualising employee OC, by hospitality researchers, takes into account the fact that hospitality, tourist hotel accommodation specifically, is characterised as a 24/7 operation in terms of nature of work including working on public holidays (Kandasamy & Ancheri, 2009:334; Choi & Kim, 2012:1022; Zhao, 2016:2428).

Table 3.2: Rationale and basis of OC in the hospitality discipline

OC mind-set (component)	Rationale	Literature source
Affective commitment	Stability among hospitality workforce, employee performance and guest needs	Lashley (1995:30)
	Employee importance, work experiences, opportunities to engage in social activities, organisational dependability and employee job satisfaction	Maxwell and Steele (2003:363), Namasivayam and Zhao (2007:1215)
	Job characteristics, training and development	Kuruuzum <i>et al.</i> (2009:13)
	Service culture and guest satisfaction	He, Li and Lai (2010:596)
	High commitment-HR practices (reflecting of management practices) of giving employees skills, information and motivation	Domínguez-Falcón <i>et al.</i> (2016:491)
Continuance commitment	Employee and manager rewards associated with high levels of (equal) pay	Maxwell and Steele (2003:363)
Normative commitment	Job characteristics and organisational support (care towards its employees)	Kuruuzum <i>et al.</i> (2009:13), Chiang and Jang (2008:45)

The summarised literature review in Table 3.2 indicates that most hospitality research conceptualised employee OC primarily on the basis of contextual factors, such as the nature of hospitality work, including working conditions and the high employee turnover rate. Kuruuzum *et al.* (2009:12) reported that most hospitality research studies aimed at minimising the issue of absenteeism by encouraging hospitality managers to improve employee attitudes involving JS, job involvement, and OC. Consequently, hospitality researchers support the view that an increase in employee motivational processes, people management, employee importance, and organisational support (Kuruuzum, *et al.*, 2009:13-14; Gunlu, Aksarayli & Percin, 2010:694), among other factors, offers the opportunity to reinforce and maintain high levels of employee OC, which in turn promote high service quality culture.

3.4.1 Operationalisation of frontline managers OC for the study

The definition of frontline manager OC adopted for this study is addressed from a motivational approach. Frontline managers' OC in this study was operationalised as a bilateral action towards a particular objective, insofar as this objective crucially depends on the reciprocal ties whereby one party fulfils obligations espoused in the contractual employment relationship. This definition is supported by the earlier views discussed in sections 3.1.3 and 3.4. A comprehensive review of the predictors of OC common to the hospitality sector is provided next.

3.4.1.1 *Common predictors of employee OC in the hospitality sector*

As a result of the comprehensive analysis of the literature review in section 3.1.1, this study has identified numerous situational characteristics within a broad range of categories of the three components of OC in the hospitality sector. Specifically the hospitality literature (1995-2016) that focused primarily on the key ideas that have emerged and looked particularly at common predictors of employee OC, have been summarised in Table 3.3.



Table 3.3: OC relationship: development and trends

Decade of OC Study	Related to ...	Literature source(s)
1990 to 2000	Employee empowerment	Lashley (1995:31), Anastassova and Purcell (1995:172)
	Job Satisfaction	Smith <i>et al.</i> (1996:8)
	Guest service	Peccei and Rosenthal (1997:79)
	Employee turnover and organisational culture	Deery and Shaw (1999:394-397)
	HRM and service quality performance	Worsfold (1999:345)
2001 to 2010	HR Strategies and HRM practices and Training	Kelly-Patterson & George (2001:322), Iverson & Deery (2007:80), Solnet & Wood (2008:64).
	Personal disposition, & Work-family conflict	Namasivayam and Mount (2004:249), Silva (2006:325), Namasivayam & Zhao (2007:1219), Karatepe & Magaji (2008:395)
	Job challenge	Maxwell & Steele (2003:368).
	Employee turnover and psychological empowerment	Kazlauskaite <i>et al.</i> (2006:310), Iverson & Deery (2007:80), Chiang & Liang (2008:58)
	Perceived organisational support, general differences & employee work values	Solnet & Wood (2008:64), Chiang & Liang (2008:58), Cho, Johanson & Guchait (2009:379).
	Employee job involvement	Kuruuzum, Ipekci & Irmak (2009:12).
	Job satisfaction	Lam & Zhang (2003:219), Kim, Leong & Lee (2005:187), Fisher, McPhail & Menghetti (2010:402), Gunlu <i>et al.</i> (2010:709), Nadiri & Tanova (2010:38).
	Justice in turnover	Nadiri & Tanova (2010:38).

Decade of OC Study	Related to....	Literature source (s)
2011 to date	Organisational justice & trust	Demir (2011:216)
	Hospitality climate & HRM practices	Dawson & Abbott (2011:299)
	Procedural justice & work engagement	Karatepe (2011:872)
	Work-Family conflict, work-family facilitation	Choi & Kim (2012:1022)
	Generational differences & work-life balance	Lub, Bijvank, Bal, Blomme & Schalk (2012:566)
	Perceptions of organisational politics & work engagement	Karatepe (2013b)
	Challenge stressors & work engagement	Karatepe (2014)
	Job involvement & job satisfaction	Zopiatis <i>et al.</i> (2014:136), Cabarcos, de Pinho & Rodríguez (2014:10)
	Employee training and development	Dhar (2015:424)
	Employee psychological capital and work engagement	Paek, Schuckert, Kim & Lee (2015:12)
	Work-family life balance and talent retention	Deery and Jago (2015:468), Zhao (2016:2428)
	Meaning of work and job engagement	Jung and Yoon (2016:66)

As can be seen from Table 3.3, the predictors of employee OC in the hospitality sector showed a similar pattern of the antecedent variables identified in the OC models found in the mainstream literature (see sections 2.3.1 and 2.4.1). These variables included HRM practices (recruitment and selection, training and development, reward systems, and employee retention) (Bai *et al.*, 2006:45; Ekiz, 2009:550; Kim *et al.*, 2009:376; Colakoglu *et al.*, 2010:133; Bulut & Culha, 2014:318; Dhar, 2015:424), POS (Cho *et al.*, 2009:380; Potts & Reynolds, 2010:100; Chan & Jepsen, 2011:165; Ubeda-García, Cortés, Lajara & Sáez, 2014:108; Dhar, 2015:421), and employee JS (Namasivayam & Zhao, 2007:1220; Fisher *et al.*, 2010:402; Cabarcos *et al.*, 2014:9; Tsu & Tsai, 2014:3; Jung & Yoon, 2016:65) towards employee OC as key focus areas in the hospitality sector.

When the literature was analysed, it became apparent that the common variables identified above do not provide an exhaustive list of factors that predict employee OC in the hospitality sector. One gap that this study bridges is the fact that there is very limited empirical research in the hospitality literature which shows other factors, such as culture and *Ubuntu*, that may act as mechanisms for the development of employee OC.

A comprehensive literature review identified a number of factors seen as mechanisms for developing POS and HRM practices leading to employee OC and service quality behaviour. Other factors which could act as mechanisms for developing employee OC in the hospitality sector centre on work-family life balance (Namasivayam & Mount, 2004:249; Silva, 2006:325; Namasivayam & Zhao, 2007:1219; Choi & Kim, 2012:1022; Deery & Jago, 2015:468), internal service quality (Gronroos, 1990:244; To, Martin, Billy & Yu, 2015:14; Tews *et al.*, 2011:99), and management commitment (Peccei & Rosenthal, 2001:835; Cheung & To, 2010:260; To *et al.*, 2015:14). The above factors may be very subtle and have not been identified as potential mechanisms for elevating high levels of employee OC in the hospitality literature.

As reviewed in section 2.6.3, the influence of culture for example, has been identified as one of the factors that require more attention in OB research because it seems to be encouraging some positive employee behaviour and positive organisational/work outcomes. Therefore, linked with the nature and unique characteristics of hospitality, the influence of culture embedded in the concept of *Ubuntu* in the context of South Africa is explored. The *Ubuntu* concept is also employed as a paradigm in which the problem investigated in this study is viewed. The influence of culture in employee OC in the context of Western, Eastern, and African hospitality, followed by the premise and promises of *Ubuntu*, in tourist hotel accommodation in particular, is now reviewed.

3.5 THE INFLUENCE OF CULTURE AND WORK ORIENTATION ON EMPLOYEE OC

This section reviews and explores the influence of culture generally, and ethnicity specifically, in OC studies in the context of global hospitality and *Ubuntu* especially among South African tourist hotel accommodation frontline managers. Building from the research background (see section 2.7.2) commenting about positive relationships between cultures and employee OC, this current review explores the notion of African culture overall and the African management discourse. It also explores the notion of *Ubuntu*, which is embedded in African management philosophy. The influence of national cultures on individual behaviour is well articulated and the differences between various cultures are quite significant when considering Hofstede's (1980) seminal research. Given this background, different management styles found in the South African literature that include the premise and promise of *Ubuntu* in South African organisations, are also reviewed. The review begins with some groundwork explaining the influence of culture in the hospitality context, as well as African culture and the emergence of African management in the South African context.

Despite the direction of seminal global frameworks provided by Hofstede (1980) and House *et al.* (2004) on cultural dimensions and influence in organisations, not many studies in the hospitality literature (Browning, 2006:1333; Manzur & Jogaratnam, 2006:21; Namasivayam & Zhao, 2007:1216; Gunlu *et al.*, 2010:696) considered the influence of culture and ethnicity in employee OC. Chen and Law (2012:52) expressed the same sentiments, pointing out that hospitality research investigations of the influence of national and corporate culture were still relatively few. Thus, existing studies commenting on culture, ethnic culture, and employee OC in organisations highlight that the influence of religious beliefs and work ethic on managers in the Eastern and Western cultures differ in substantial ways (Namasivayam & Zhao, 2007:1216; Gunlu *et al.*, 2010:696; Chen & Law, 2012:52). The emphasis made in the national and ethnic culture studies is that while Western cultures tend to exhibit individualistic cultures, Eastern cultures (founded on Arabic value systems), which represent Islamic and Hindu managers, place paramount importance on hard work, thrift, sense of duty, respect for family and avoidance of unethical means of wealth accumulation (Namasivayam & Zhao, 2007:1216; Chaudary, 2008:12).

The overall impression of the hospitality studies identified in this review is that hospitality managers, who exhibit collectivist cultures in support of a positive work ethic, develop higher levels of OC than do individualistic cultural managers (Manzur & Jogaratnam, 2006:21; Namasivayam & Zhao, 2007:1216; Gunlu *et al.*, 2010:696). These studies emphasised the importance of collectivist values and impact on group belongingness and the collective achievement of organisational goals' common fate. Such views are well articulated by Astakhova (2016:958) who stated that, by identifying with others in the organisation, people view themselves as psychologically intertwined with the organisation's fate, sharing its common destiny, and experiencing its successes and failures, thus solidifying their own collectivistic values. To conclude, Astakhova, (2016:958) postulated that cultural differences in collectivism help justify differences in the strength of the relationships between perceived congruence with the organisation and employee OC. The next review provides some groundwork on the African culture, African management discourse, and existing management styles in the context of the South African organisation.

3.5.1 An overview of African culture

The analysis of organisational culture studies (Kamwangamalu, 1999:27; Nussbaum, 2003:21; Jackson, 2004:17; Louw & Jackson, 2008:32; Nyathi, 2008:18; Van Den Heuvel, 2008:52; van Stam, 2014:39) highlights that the notion of African culture has been overlooked in the history of Africa and the prevalence of indigenous knowledge systems. The academic debates on African culture points out the scarcity of available written documentation of African knowledge systems particularly that of culture. Such lack of written documentation has also meant that it becomes difficult for researchers to access and reference textual discussions from an academic perspective. Writers of African culture and management (Kamwangalu, 1999:28; Mangaliso, 2001:26; Nussbaum, 2003:21; Nkomo, 2011:371; van Stam, 2014:39) propounded that Africa's indigenous knowledge systems have been difficult (inaccessible) to learn and share because it has always been oral (story telling), rather than written material. These authors claim that there has been a lack of published academic work on African indigenous cultures, which as a result limit sharing of the stories of those gatekeepers to the rest of world.

Nussbaum (2003:21) argued that many African political leaders betrayed the philosophical and humanitarian principles on which African culture is based such that

political failures in most African countries tend to tarnish the views of many non-Africans or people from countries outside Africa. This African writer and thinker advanced academic discussions, arguing that African values could contribute much to world consciousness and processes geared toward seeking consensus and mutual understanding because maintaining harmony forms a big part of African culture (Nussbaum, 2003:21). Van Den Heuvel (2008:52) expressed similar views with specific reference to the context of South Africa and wrote, “a process of (non-essentialist) identity formation could emerge in South African organisations, in which a long history of ‘unfree labour’ and South Africa’s considerable cultural and ethnic diversity are appreciated”.

The essential argument here is that the potential contribution of African values are often lost because people in Western cultures have been misled, receiving limited and negative information (for example, dehumanising practices such as witchcraft and killings, images of ethnic wars, dictatorship, famine and the AIDS pandemic) through the media (Kamwangamalu, 1999:37; Nussbaum, 2003:21; Louw & Jackson, 2008:31; Newenham-Kahindi, 2009:92; Nkomo, 2011:368; van Stam, 2014:40). The above views might explain the reasons why Jackson (2004:17) laments on over-reliance in Africa on European and American management styles and a lack of cross-cultural studies that address what he calls three different levels of analysis: (a) inter-continental, (b) inter-country and (c) inter-ethnic as one of the reasons for Africa’s under-development and management of cross-cultural dynamics. Consequently, Jackson (2004:17) propounded that the dynamics of different stakeholder’s interests should be addressed through cross-cultural theory.

According to Jackson’s (2004:17) cross-cultural theory, to manage effectively in the context of African context, it is necessary to take account of the different stakeholders (local communities and organisations) interests. Cultural differences are not adequately managed within the different power relationships that operate in sub-Saharan Africa, which means that different cultural- and gender groups, have no equal access to resources and decision processes (Jackson, 2004:vii). The essential argument of Jackson (2004:vii) is that an appreciation of the cross-cultural dynamics operating on organisational and management factors south of the Sahara are a necessity. An overview of African management philosophy followed by management styles and the notion of *Ubuntu* is now given.

3.5.2 African management philosophy and the place of African culture

The comprehensive review of African management literature (Christie, Lessem & Mbigi, 1993:17; Khoza, 1994:118; Battle, 1996:99; Mbigi, 1997:3; Mgidlana, 1997:6; Kamwangamalu, 1999:26; Nussbaum, 2003:21; Jackson, 2004:9; Louw & Jackson, 2008:29; Nyathi, 2008:18; Van Den Heuvel, 2008:44; McAllister, 2009:1; Newenham-Kahindi, 2009:94; Nkomo, 2011:366; van Stam, 2014:40) revealed that the African philosophical management discourse in Africa was introduced in South Africa in the 1990s. The analysis of cultural and organisational studies further revealed that the African management approach has arisen in response to turbulent times, circumstances associated with mismanagement, deficiencies, incapacity, and workplace management styles among others (Van Den Heuvel, 2008:43). Subsequently, writers of management approaches to Africa and South Africa specifically (Christie *et al.*, 1993:122; Khoza, 1994:118; Booysen & Beaty, 1997:10; Mangaliso, 2001:26; Nussbaum, 2003:23; Mbigi & Maree, 2005:7; Broodryk, 2005:68; Nyathi, 2008:18; Newenham-Kahindi, 2009:92; Nkomo, 2011:368), searched for a contextual approach to leadership and management in South Africa.

Van Den Heuvel (2008:43) suggested that African management discourse came out of the 'think tank' focussing on management issues under the umbrella of South African Management Project (SAMP) held at the University of the Witwatersrand in Johannesburg in 1992. According to Van Den Heuvel (2008:43), SAMP was propounded by Ronnie Lessem, Peter Christie, and Lovemore Mbigi during the 1990s with the main aim of articulating and developing approaches to management that are relevant to the context of South African organisations and management of operations in the future.

Overall, research shows that it was under the theme 'theory of the African firm', that SAMP brought together a diverse group of people including academics, managers, and business consultants from South Africa and Zimbabwe, whereby exchange of new ideas on 'how things could be done differently' in South African organisations started what is now known as African management philosophy. Parallel to the African culture and African management discourse in the context of Southern Africa is the notion of *Ubuntu*, which is presented as a return to African roots, encapsulating 'the African way of life' and rethinking the Southern African organisation (Mangaliso, 2001:23; Eze, 2008:107; Nyathi, 2008:18; McAllister, 2009:2). It was argued by Mangaliso (2001:23)

that management based on western corporate culture has been allowed to dominate corporate life freely around the world and in Africa specifically, at the expense of indigenous cultures.

In the end, a comprehensive analysis of the literature on management styles indicated that the recognition of the critical importance of change occurring in South Africa prompted African management writers to be critical of a dominant Euro-centric management approach in the context of South African public and private organisations. According to Van Den Heuvel (2008:43) these criticisms provided the context in which African management approach and the promise of *Ubuntu* in South Africa emerged primarily from the changes that took place in the 1990s. This also included the concerns of African management writers about corporate management and conscientising South African executives and white managers about how to engage in a South African reality. Thus, it should be mentioned that for unknown reasons, when SAMP was initiated, other races like Indians, Asians and coloureds were not the focus, hence they were not directly conscientised about *Ubuntu*.

Even though writers of African management discourse differed in their critique of Euro-centric management styles, most of them engaged in resistance to Western capitalism and the imposed discourse of Western management styles (see Table 3.4). The former (Euro-centric approach) became the rationale for the latter (Afro-centric approach). Critics of Euro-centric management style pointed out that its dominance has meant everything 'African' was represented as negative while everything positive was based on European approaches (Nkomo, 2011:368). To quote an eloquent passage from Burns (1975:24, cited in Nomvula, 2006:4) who lamented the fact that:

For the indigenous people of South Africa, life changed in a far-reaching way during the period of industrialisation. Colonisation took place and industrialisation followed. This forced people to change their way of living. They had to adapt to a new way of living and in most aspects of their lives, families were separated as men went away to work in industrial areas, e.g. in mines, leaving their families behind. This led to broken homes and the fragmentation of family and traditional community patterns (Burns, 1975:24, cited in Nomvula, 2006:4).

Perhaps, this is why African management researchers (Christie *et al.*, 1993:17-19; Louw and Jackson, 2008:5; Nyathi, 2008:18; Newenham-Kahindi, 2009:94; Qobo &

Nyathi, 2016:423) attempted to establish what they call 'a unique approach to management in the workplace'. These researchers felt that the domination of Euro-centric management approaches disregarded the ways of life of people as employees in southern Africa and believed that such approaches needed to be challenged. As a result, it was concluded that writing about management in Africa, the prefix 'African' should be attached by way of promoting the production of universal knowledge (Khoza, 1994:118; Mangaliso, 2001:23; Nyathi, 2008:13). Nkomo (2011:370) differed from other African writers in arguing that an alternative representation (unique approach) centred on Afro-centric approaches could end up reinforcing 'African' otherness and retard progress toward emancipatory discourse on leadership and management. House *et al.* (2004:24) on the other hand concluded in their preface page that while OB literature reflects US based theories, there is a need for researchers to liberate organisational behaviour from the US hegemony and contribute to the organisational behaviour and leadership literature.

Mangaliso (2001:23) contended that effective management in South Africa and elsewhere hinges on successfully harnessing and harmonising both indigenous and widely accepted corporate cultures. The same author argued that, as democracy dominated the world, people from previously marginalised cultures would increasingly want to express themselves publicly in the work-place. Mangaliso's (2001:23) sentiments could be attributed to the view of Brubaker (2013:119), who stated that during apartheid, the marginalised families in South Africa only survived on account of *Ubuntu*, as the community responded by sharing with those in need; many of these brought sharing into the workplace. As mentioned, parallel to African management is the *Ubuntu* philosophy (see section 3.6). Therefore, it is necessary to recover the work of southern African thinkers such as Khoza, Mbigi, Christie, Lessem, Nussbaum and others in order to tap into an open organisational behaviour study of this heritage, and re-focus an extinguished paradigm like *Ubuntu* so as to increase an understanding of this concept in the context of the South African tourist hotel. Prior to exploring the concept of *Ubuntu*, existing South African literature, which reveals some dominant management styles in South African organisations generally, and in particular the hospitality sector, is reviewed.

3.5.2.1 *A review of dominant management styles in South Africa*

Linked with the notion of African culture, Jackson (2004:6) found that African organisational cultures and management styles, with a predominantly strategic orientation, were often rigid, bureaucratic, directive and task-oriented. In the context of South Africa, there are studies (Karsten & Illa, 2005:612; Van Den Heuvel, 2008:43; Voigt & Laher, 2009:42; Nkomo, 2011:368) that contrast the various dominant management styles.

As evident in Table 3.4 below, various styles or approaches of management exist in the context of South African organisations. However, research (House *et al.*, 2004:xxv Broodryk, 2005:25; Mbigi & Maree, 2005:93; Poovan *et al.*, 2006:20; Voigt & Laher, 2009:42) propounded that Western management styles, which have been founded in theories developed in the US remain a dominant feature of South African organisations. Thus, when linking this to the influence of sub-cultures, Khoza (1994) cautioned that unless euro-centric management approaches are evaluated and questioned, South African organisations would continue to fail in addressing the needs of the culturally diverse workforce. Poovan *et al.* (2006:17) supported earlier views arguing that constant reliance on European and American models might be too limited to manage and develop South Africa's diverse workforce. These authors encouraged the importance of harnessing uniquely South African managerial models from a collective cultural experience.

Later studies by Strydom (2012:84) observed that there are also clear leadership differences among white and black South African managers, which are then displayed within managerial or leadership styles. These differences can be broadly categorised into two main sub-cultures, namely a euro-centric business culture (founded in the Anglo-Saxon individualistic approach) and Afrocentric business culture (founded in the African collectivist viewpoints) (Strydom, 2012:81). This essentially means, in an African culture, the group has more importance than the individual, and group success is more valued than individual success (Hofstede, 1980:46; Mbigi, 1997:6). In addition, hospitality research suggests that managers from collectivist cultures and who support a positive work ethic are more committed to the organisation than individualistic managers (Manzur & Jogaratnam, 2006:21; Namasivayam & Zhao, 2007:1216; Gunlu *et al.*, 2010:696).

Table 3.4: Management styles* in South Africa

Management style	Summary	Literature sources
The Euro-centric management style	Classified as a Western approach to management, it is based on Western values that power is given to those that show individualism, and related concepts such as self-fulfilment, self-development and self-advancement. Adversarial relationships are formed between managers and the managed.	Van Den Heuvel, (2008:43), Voigt and Laher (2009:42); Strydom (2012:81).
The inspirational management style	Classified as a style of management that incorporate the traditional African management practices, values and philosophies with Western management techniques. This approach to management propagates new approaches to business and management.	Van Den Heuvel (2008:43)
The Afro-centric management style	This style of management centres on the use of African cultural parameters in influencing management of organisations. It is also concerned with African concepts about people and their predispositions to work, and productivity. This style is founded on an inclusive <i>Ubuntu</i> -based value system, where the collectivist notion of the interdependence of people is recognised in the workplace	Broodryk (2005:25); Mbigi and Maree (2005:93); Poovan <i>et al.</i> (2006:20); Strydom (2012:81)
The value-based management style	Value-based leaders have the ability to create a values-laden culture within the team. Accordingly, this culture entails (1) equal participation in decision making, (2) support of risk taking, (3) confronting change, (4) developing a sense of community among team members, (5) conveying passion and strong emotional conviction, and (6) instilling values which generate a sense of belonging and belief in the goals among team members	Poovan <i>et al.</i> (2006:20)
The universal and culturally-contingent management style	The style is characterised by charismatic qualities including trustworthiness, honesty, encouragement, motivation, team building and win-win problem solving among other characteristics. These characteristics make it likely for a leader to be perceived as outstanding, while being a loner, non-co-operative, irritable, ruthless and dictatorial would make the leader/manager universally undesirable.	House <i>et al.</i> (2004:693)

*Management style or management approach is used interchangeably

Source: Researcher's own compilation based on literature (2017)

In summary, the lessons that can be learned in identifying existing management styles suggested that differences among South African managers of various sub-cultures may not necessarily be negative, but should be seen as a positive attributes of an

organisational approach, which could enable higher levels of competitive advantage (Strydom, 2012:84).

3.6 UBUNTU PHILOSOPHY: CONCEPTIONS, LIMITATIONS AND PROMISES

In the following sections, the premise and promises of *Ubuntu* are discussed. First, a definition of *Ubuntu*, its limitations and the theoretical framework of *Ubuntu*, known as the collective-finger's theory, followed by the fourfold model encompassing survival, solidarity, respect and dignity is provided (Figures 3.3 and 3.4).

3.6.1 Definition of *Ubuntu*

It was observed, during this review, that establishing an academic definition of *Ubuntu* is not a straightforward task. While scanning through the large body of thought and writings about *Ubuntu* since the 1990s, it has become clear that several African writers and philosophers have attempted to provide a conceptual definition of *Ubuntu* with each author offering different elements of the concept. A review of the literature (Battle, 1996; Mbigi, 2000; Broodryk, 2005; Khoza, 2005; Qobo & Nyathi, 2016) highlighted that various endeavours in defining the *Ubuntu* concept have been undertaken in order to establish the common terms and concepts that appear to feature in the concept. This process provided a clear understanding of *Ubuntu*, its premises and promises.

According to one of the articulate writers of *Ubuntu* concept, Khoza (1994:118), the starting point of *Ubuntu* would be for South Africans to “stop behaving as though they were an outpost of Europe or somebody else”. As a starting point, Battle (1996:99) states that the concept *Ubuntu* originates from the Xhosa expression ‘*Umntu ngumntu ngabanye abantu*’, which means that each individual’s humanity is ideally expressed in relationship with others. Karsten and Illa (2005:612) expressed the same sentiments. For Mbigi (2000:6), the literal meaning of *Ubuntu* is “I am because you are – I can only be a person through others”. According to Broodryk (2005:13) *Ubuntu* is a comprehensive, ancient African worldview, which pursues primary values of intense humanness, caring, sharing, compassion, and associated values, ensuring a happy and quality human community life in a family spirit or atmosphere.

Nussbaum (2011: online) commented that *Ubuntu* can be characterised as a collective and multi-layered concept founded on accommodating each other⁸. For Khoza, *Ubuntu* is an African view of life. Khoza (2005:269) then defined *Ubuntu* as “an African value system that means humanness, which is characterised by caring, sharing, compassion, communocracy, and related predispositions.” Qobo and Nyathi (2016:423) extended previous conceptions and described *Ubuntu* as a worldview that attempts to capture the essence of what it means to be human, accentuating connectedness and a sense of responsibility (that is, making *Ubuntu* particularly resonate with African beliefs and cultural systems) towards others.

The definition of *Ubuntu* has not been restricted to the writers of this concept. For public figures like Archbishop Desmond Tutu (1995) and Mvume Dandala (1994) and former South African president Nelson Mandela (2006), a person with *Ubuntu* sees others as fellow human beings. Their understanding of *Ubuntu* extends beyond African ways of life to include elements such as welcoming, hospitality, kindness, warmth, and generosity that embraces hospitality and caring about others. Tutu (1995:15) sees *Ubuntu* as the essence of being human, and an important part of the gift that Africa has to give to the world.

The above reviewed definitions have three common denominators. These denominators seem to be all principally concerned with actions that are welcoming/accommodating, sharing, and sustaining human relations and behaviour. Therefore, *Ubuntu* can be derived from efforts that explicate with how these actions interrelate to determine togetherness in a community and/or organisation. A more practical explanation of what *Ubuntu* is was provided by former South African President Nelson Mandela during a television interview with a South African journalist, Tim Modise (2006). Mandela described *Ubuntu* as follows: “A traveller through a country would stop at a village and he didn't have to ask for food or for water; once he stops, the people give him food and entertain him”. To expand the understanding of the sentiments and translation of *Ubuntu*, Mandela stated that this was one aspect of *Ubuntu* and that it would have various aspects that enable other people in the community. The connection of Mandela's sentiments with hospitality is that hosts, according to Brotherton and Wood (2008:41), opens their homes to total strangers giving them a place to stay and a meal to eat although they know nothing about them.

⁸ TEDx Stellenbosch-Barbara Nussbaum-Sprinkling Ubuntu on Capitalism (2011): <https://m.youtube.com/watch>

This kind of hospitality exists as unlimited and is not guided by the parameters of laws and concepts (Westmoreland, 2008:4).

3.6.1.1 *The conceptions, presuppositions and limitations of Ubuntu*

Insights from the literature indicate that *Ubuntu* can be evaluated in a number of ways. Several researchers (Mangaliso, 2001:31; Wal & Ramotschoa, 2001:4; Louw, 2009: online; Nkomo, 2011:379) caution against the popularisation of *Ubuntu*, especially in a complex society such as South Africa. These researchers warn against the promotion of *Ubuntu* as a single formula seen as a way for increasing employee productivity and competitive advantage in business. These views resonate with the fact that *Ubuntu* should be attributed to the communal longings to which the African writers aspire because the regeneration of people as employees only could be realised under conditions conducive of management and organisations. The conceptualisation of *Ubuntu*, the methodologies used to investigate it, as well as how justifiable the presuppositions that researchers propose are evaluated. Table 3.5 presents what *Ubuntu* is, its limitations and what *Ubuntu* is not.

Table 3.5: The notion of *Ubuntu* and what *Ubuntu* is not

Positive things and actions of <i>Ubuntu</i>		Negatives actions presumed not portraying <i>Ubuntu</i>	
Action	Reference	Action	Reference
<i>Ubuntu</i> is neither a narrow racial nor a trivial and sectional philosophy but a uniquely African value-system, by which all people are treated as human beings.	Msengana (2006:iv); Fox (2010:123)	Weak public morality: <i>Ubuntu</i> is not able to curb poverty, disease, power shifts from whites to blacks, mismanagement, capacity to deliver, corruption among government officials, witchcraft, killings and xenophobia.	(Booyesen & Beaty, 1997:9; Broodryk, 2005:113; Mbigi & Maree, 2005:49; Waliggo (2005:9); Newenham-Kahindi, 2009:104; Nkomo, 2011:367).
<i>Ubuntu</i> introduces a humanistic view on people as opposed to seeing them as another tool to meet the objectives of the instrumental organisation.	Jackson (2004:26-28)	<i>Ubuntu</i> is often popularised as a tendency of aligning it with productivity improvements and worker motivation and single representation of <i>Ubuntu</i> as African culture.	Wal and Ramotschoa (2001:4); Nkomo (2011:379)
<i>Ubuntu</i> as a conventional wisdom supports those customs and practices that serve the common good.	Mangaliso (2001:31); Mabovula (2011:39).	Portrayal of <i>Ubuntu</i> as wholesale acceptance of all African customs and practices (e.g. oppression and sexist messages)	Mangaliso (2001:31)

Positive things and actions of <i>Ubuntu</i>		Negatives actions presumed not portraying <i>Ubuntu</i>	
Action	Reference	Action	Reference
<i>Ubuntu</i> is not meant to replace the transfer of knowledge but may support the development of a hybrid management system operating in Africa.	Karsten & Illa (2005:613).	Problem of applying an ancient (pre-modern) wisdom of <i>Ubuntu</i> in a post-modern society including the consensus principle (solidarity) exclusively imbedded in one specific group.	Louw (2010:online)

As it can be seen in Table 3.5, the lessons that can be learned about *Ubuntu* are plentiful. An evaluation of *Ubuntu* concepts, presuppositions and its limitations were included in this study in order to enable an understanding of the fundamental importance of *Ubuntu*. For instance, the lessons of *Ubuntu* may also be viewed from a negative and positive perspective. The negative portrayal of *Ubuntu* can be seen in presuppositions suggesting that it parlayed into competitive business advantage. Thus, a key limitation of *Ubuntu* (see Table 3.5) is one associated with the difficulty that *Ubuntu's* social values may not be applicable in a post-modern society. Such a view presents *Ubuntu* as a redundant paradigm that suggest it has lost its virtue and/or wisdom. On the positive side, *Ubuntu* can be portrayed as a conventional African wisdom that supports those customs and practices that serve a common good. The above may be explained as education that *Ubuntu* should not be taken as a given. For, borrowing an eloquent message espoused by Nyathi (2008:13):

Ubuntu is a well-developed system of knowledge that stands in contrast to the dominant Euro-American epistemology. Articulating this alternative epistemology in the white-western world of organisational studies is an extremely challenging task (in the ways it raises 'lost in translation' type issues), but for an African person this challenge is not entirely new. It is an extension of struggles to articulate the identity of Africa and Africans dating back to the late eighteenth century (Nyathi, 2008:13).

Other researchers call for the 'African way of knowing' because much of the African knowledge is stored in orality, and is often kept by gatekeepers whose livelihood depends on it (Kamwangamalu, 1999:27; Nussbaum, 2003:22; Newenham-Kahindi, 2009:93; van Stam, 2014:39). Even though Jackson (2004:26-28) argued that *Ubuntu*

is a major part of African management that introduces a humanistic view on people as opposed to western approaches which view people as another tool to meet the objectives of the instrumental organisation, this study does not promote the supremacy of *Ubuntu* over existing organisational approaches. Instead, it proposes that engagement with *Ubuntu* should not be limited to one of a rival conception, or as another characterisation or approach to the corporate culture. Instead, a programme of research that assesses the premise and promises of *Ubuntu* as a southern African heritage and collective-value system, and the value it adds in terms of importance, as a management style in the context of South African hotel accommodation sub-sector, should be pursued.

Despite the sentiments highlighted above, South Africa is a complex society made up of several contexts evidenced by divergent views, ideas, and cultural values and therefore *Ubuntu* should be not popularised as an attempt to replace existing practices or redress previous imbalances. This research's ontological approach is consistent with Mangaliso (2001:31), who cautioned against the wholesale acceptance of all African customs and practices (which carry oppressive and sexist messages) as presentation of *Ubuntu*. This is consonant with Mbigi (1993:13) who regards *Ubuntu* as the essence of the "South African corporate renewal and a useful way in which to marry African, Western and Eastern ideology in order to achieve world-class status".

An important lesson that can be taken from this review is that *Ubuntu* has the potential to gain appreciation in a tourist hotel accommodation context, without being represented as erroneous superstition. The basic values of *Ubuntu*, which could manifest itself in the ways South African people think and behave towards each other and everyone else they encounter, should be promoted. According to Damane (2001:34) this showcases that *Ubuntu* is one of the campuses that shape the attitudes of Africans and consequently their behaviour in the workplace. Damane's (2001:34) sentiments signify that a lack of understanding shown by non-African managers may convince many Africans that *Ubuntu* is a way of life they would only have to practice among themselves as a group. Thus, such a lack of understanding of *Ubuntu* among non-African managers suggests they may not be able to take advantage of *Ubuntu* and optimise group behaviour that helps in the achievement of collective-organisational goals. In conclusion, it should be noted that this study does not prescribe to the portrayal of *Ubuntu* as a negative/erroneous superstition or narrow racial philosophy, or the promotion of *Ubuntu* as a single culture for organisational re-imagination.

3.6.2 *Ubuntu* as a language

The comprehensive analysis of the literature on *Ubuntu* indicated that the concept also has a great focus on language. The importance of language particularly in the workplace may be exacerbated by ontological differences when communication takes place between the linguistic world of the African and that of the non-African. In explaining the above, Mangaliso (2001:26) highlighted that in traditional Western management, training places greater emphasis on efficiency of information transfer whereby ideas are translated quickly into words, which reinforces that the receiver accurately understands the message. Contrary to this, Mangaliso (2001:26) pointed out that in the *Ubuntu* context, 'the social effect of conversation is emphasised with primacy, given to establishing and reinforcing relationships'. Taking these differences into account, Broodryk (2005:219) noted the importance of language and suggested that many African languages, specifically the Bantu languages of the regions of eastern, central, and southern Africa reflect the collectivity and community, which is seen as characteristic of *Ubuntu*.

In Southern Africa, the articulation of *Ubuntu* can be found among the Nguni group of languages and other African languages (Nussbaum, 2003:22; Broodryk, 2005:219; Oppenheim, 2012:370). Further insights suggest that unity and understanding among effected group members is valued above efficiency and accuracy of language. Perhaps, that is why Mangaliso (2001:26) noticed that many white South Africans started to learn to speak African languages, as an important means of understanding indigenous culture and patterns of interactions. This could include dealings with African language speaking South Africans.

Through language and culture, *Ubuntu* makes it possible to speak about an entire community as one's family, which then becomes a mechanism of keeping the community closely knit (Karsten & Illa, 2005:609). In summary, *Ubuntu* as a language provides expressions and ways of observing that translate to the importance of togetherness. Table 3.6 highlights some of the language similarities used to greet or describe a person through the concept of *Ubuntu* in most parts of eastern, western and southern Africa.

Table 3.6: Descriptions of *Ubuntu* in sub-Saharan African languages

Country	Greeting/description	Interpretation	References
Zimbabwe	<i>Mangwani</i>	“Good morning”	Nussbaum (2003:22)
	<i>Marara sei?</i>	Did you sleep well”? “How has your day been”?: Lunchtime	
South Africa	<i>Sawubona</i>	‘Hello’ or ‘good day’ (literally, means ‘I see you’, which recognises another person as a human being).	Broodryk (2005:219)
	<i>Ninjani</i>	Means ‘how are all of you?’ (Including a person’s partner, children, extended family) In Kenya, this includes cattle	
Botswana	<i>Botho</i>	Used to describe a person with a character	Oppenheim (2012:370)
	<i>Motho ke motho ka batho.</i>	A person is a person through others.	
Malawi	<i>uMunthu</i>	A person	Oppenheim (2012:370)
	<i>Kali kokha nkanyama, tili awiri ntiwanthu</i>	Means-when you are on your own you are as good as an animal of the wild; when there are two of you, you form a community.	
Western and central Uganda	<i>Obuntu bulamu</i>	Refer to the concepts of human generosity and harmonious interaction in one’s community.	Oppenheim (2012:370)
Kenya	<i>Utu</i>	Means humanness, which suggests that every action should be done for the benefit of the whole community.	Broodryk (2005:219), Oppenheim (2012:370)

Source: Researcher’s own compilation based on literature (2017)

Ubuntu as language presumes that individual African regions and cultures have each developed their own conceptualisation of *Ubuntu* as a common thread of the African way of life. The understanding of *Ubuntu* as a language, and how various ethnic groups and languages may have an impact on its application, was reflected by Damane (2001:34), who argued that South Africa alone has over 11 groups of South African origin (race) and language, each with its own distinctive linguistic characteristics. As for Damane (2001:34), the presence of many languages prevents the use of common language in communicating and building a common understanding. This said however,

there are many programs available in South Africa for diversity management, which aim to facilitate the acceptance of cultural or ethnic differences as a source of competitive strength (Damane, 2001:34).

Broodryk (2002:98) posited that these characteristics embedded in African languages, as noted above, connote a community that embraces the social values of *Ubuntu* that can be extended beyond related people to include strangers. Karsten and Illa (2005:612) expressed the same sentiments. In South Africa and Kenya, there are familiar terms such as *Simunye* or *Harambee*, which are used to reflect togetherness in an *Ubuntu* philosophy (Brubaker, 2013:118). These terms translate into 'we are one', signifying that unity is strength. In many respects, the importance of togetherness in *Ubuntu* assumes that no one should be seen as a stranger. Central to this tremendous element of the notion of *Ubuntu* is the role that an individual has to play within their community. The preceding sentiments bring to the equation a discussion on *Ubuntu* as African humanness and how it relates to the established collective-fingers theory of *Ubuntu*. Therefore, *Ubuntu* as an African humanness is discussed next as it relates to ongoing contact and interactions with others which Mbigi and Maree (1995) refer to as the collective theory of *Ubuntu*.

3.6.3 *Ubuntu* as African humanness

*Ubuntu*⁹ (African humanness) constantly appears to be one of sub-Saharan African (SSA) mind-sets that bring to the fore images of supportiveness, co-operation, and solidarity in the community whether in the workplace or village (Christle *et al.*, 1993:122). Fundamentally, *Ubuntu* reflects the ontological and epistemological category in the African thought of the Bantu-speaking people whereby the ideal value of *Ubuntu* connotes the exclusion of oppressive communalism that allows a person to grow and prosper in a relational setting by providing ongoing contact and interaction with others (Ndaba, 1994:14; Sono, 1994:7; Battle, 1996:99).

In explaining the above, African writers suggest that the *Ubuntu* concept is related to the Bantu languages spoken in southern Africa which originates from Zulu and Xhosa languages. Familiar connotations like *Umu-ntu ngumu-ntu ngabantu*, which means, "each individual's humanity is expressed in relations with others" (Battle, 1996:99) or a person can only be a person through others (Mbigi, 1997:2, 2000:6; Mertz,

⁹ While other writers of *Ubuntu* uses lower case 'u' in writing *Ubuntu*, in this thesis, *Ubuntu* is spelt with a capital letter 'U'.

2007:323), are common among the Zulus and Xhosa people. The term *Ntu* (this person) translates to kindness, (Mgidlana, 1997:6) and African humanness (Qobo & Nyathi, 2016:424). Most Zulu and Xhosa people also use terms like 'Sawubona' when they greet which simply means, I see you (as human) and 'Simunye' (meaning, we are one) as show of *Ubuntu*. Therefore, it is possible that the concept of African humanness differs to humanness generally because it has a deep meaning when associated with *Ubuntu*.

Furthermore, there are studies which complement the above contentions in that they propounded that *Ubuntu*¹⁰ is underpinned by a common set of characteristics such as togetherness, valuing others, kindness and compassion founded on the value system (Battle, 2009:2; Nzimakwe, 2014:39; Qobo & Nyathi, 2016:423). According to Khoza (1994:2), *Ubuntu* in philosophy means 'African humanness' with very positive connotations encompassing values like 'brotherhood' for Africans, 'sharing', 'treating and respecting other people as human beings'. In support of Khoza's (1994:7) contention, in locating *Ubuntu* with the concept of humanism that conceives man as the apex of the evolutionary process, Broodryk (2005:1) uncompromisingly argues that *Ubuntu* should not be confused with comparing 'humanness' with the western world because, philosophically, *Ubuntu* is expansive, transcendental and centrifugal (Khoza, 2004:7). This affirms earlier sentiments that *Ubuntu* may be taken as value orientation in human relations. More recently, Qobo and Nyathi (2016:424) articulated that *Ubuntu* is often taken as a given, a wholly redemptive concept that does not suffer weaknesses of false cognition and mystification, and as essential to the Bantu-speakers; with conceptual boundaries that are set apart from humanism. In view of the above sentiments, *Ubuntu* in this thesis can be translated as follows:

- The African principles of *Ubuntu* (humanness) may not be emphasised to the same extent in other contexts, such as Western countries (Khoza, 2004:7; Broodryk, 2005:1);
- *Ubuntu* captures the essence of what it means to be human. It is the sense of responsibility towards the other that makes *Ubuntu* resonate with African beliefs and cultural systems (Khoza, 1994:2); Broodryk (2005:1);
- *Ubuntu* (African humanness) reflects humanity with a universal appeal of southern Africa traditional community values; (in most sections of southern

¹⁰ The Ubuntu concept here can also be viewed as African humanness or African humanism.

Africa, the burdens of the community are shared such that no one is prejudiced) (Khoza, 1994:7; Broodryk (2005:1; Qobo & Nyathi, 2016:424); and

- In *Ubuntu* (African humanness), everything is done to put the interest of the community ahead of the interests of an individual. Its premise is based on selflessness and commitment of an individual to one's community more than individual achievement and therefore, the tendency seems quite different from the notion of humanness generally (Mgidlana, 1997:6; Khoza, 1994:8; Broodryk (2005:1; Qobo & Nyathi, 2016:424).

The above translations encapsulate the essence of the philosophy of *Ubuntu*. The essential message here is that *Ubuntu* is not synonymous with either Western individualism or collectivism (Mbigi, 2000:6; Nussbaum, 2003:21; Karsten & Illa, 2005:613). Instead, these research insights indicate that *Ubuntu* expresses an African view of the world anchored in its own person, culture, and society, which is difficult to define in a Western context. The collective views of the above literature have been organised into a model of *Ubuntu*, which is provided in section 3.6.4.

3.6.4 The collective fingers theory of *Ubuntu*

Up to this point, the reviewed literature on *Ubuntu* underscores the concept as one that broadly involves togetherness and community. The articulation of togetherness and community can be found in Mbigi and Maree (1995:111) who developed a conceptual framework known as the Collective Fingers Theory. As illustrated in Figure 3.3, the theory organised the five key principles/social values of *Ubuntu* widely known as survival, compassion, spirit of solidarity, respect, and dignity in a conceptual framework.

According to Mbigi and Maree (1995:110) the principle behind the fingers theory can best be explained by the African proverb, "a thumb, although it is strong, cannot kill on its own. It requires the collective co-operation of the other fingers" to do this. The African proverb according to Mbingi and Maree (1995:110) can be seen in two ways: First, the fingers should be seen as individual persons who act together in a collective manner in order to achieve a certain goal. Second, the fingers represent key values that are necessary to form and maintain a collective culture. Mbigi (1997:112) complemented the collective fingers theory pointing out that these values have always been part of the African culture.

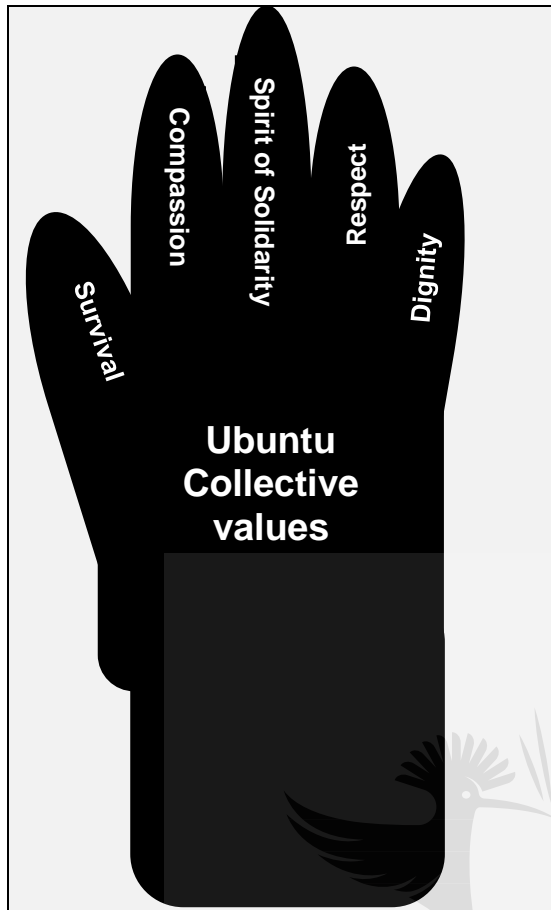


Figure 3.3: The collective fingers theory of *Ubuntu*

Source: Researcher's compilation based on Mbingi and Maree (1995)

It can be seen that Mbingi and Maree's (1995:113) theory was organised into a model of *Ubuntu* through collective fingers. Thus, from the discussion that has preceded the established broad collective-values of *Ubuntu* a theoretical framework is proposed that integrates a global view as it stands at this point into a fourfold model (Figure 3.4). The proposed framework has received support by empirical research discussed in the follow up section. Figure 3.4 therefore, proposes the collective-values framework of *Ubuntu* to guide managers in developing leadership characteristics appropriate to supervising a collective team in a South African workplace.

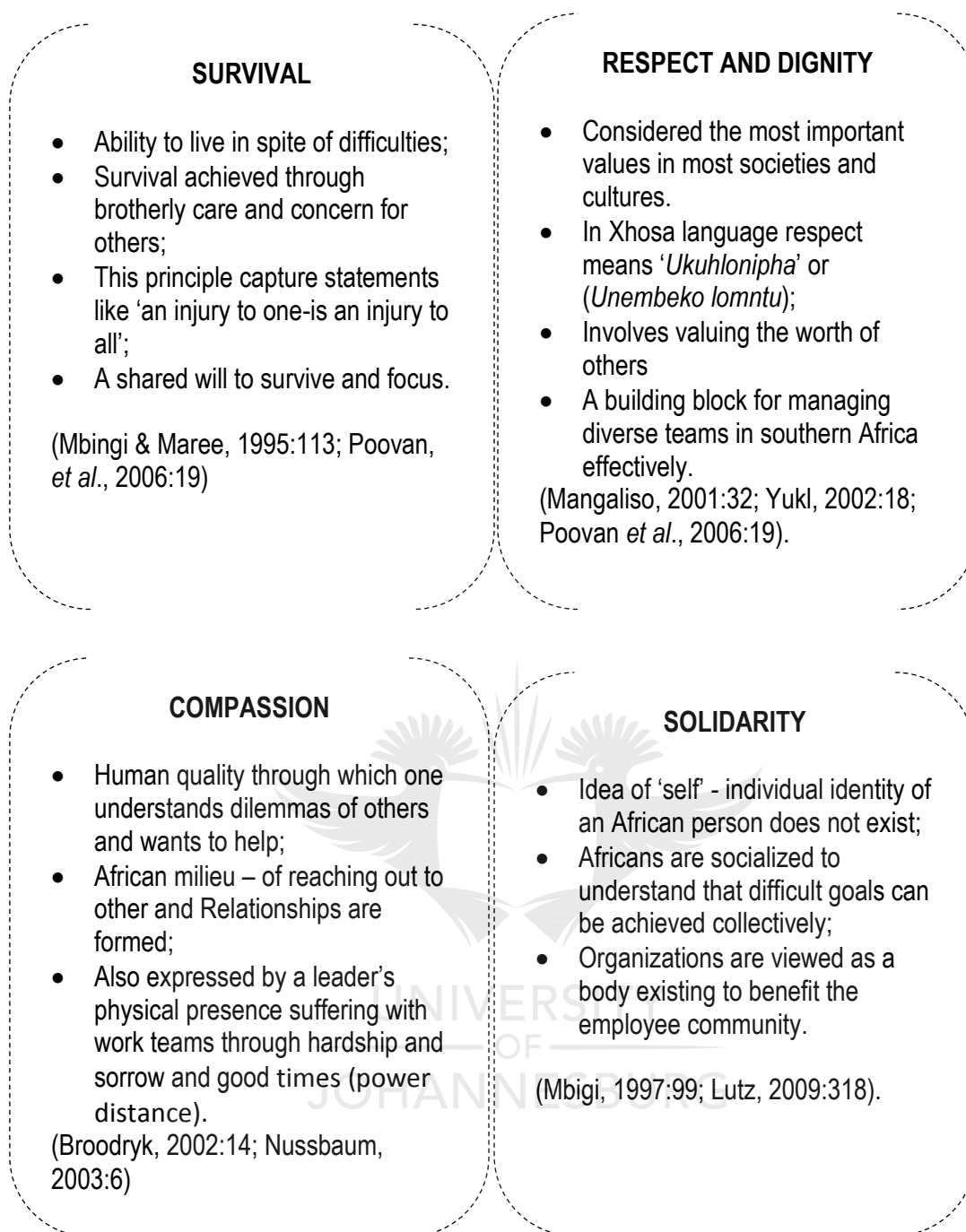


Figure 3.4: The fourfold model of *Ubuntu*'s collective values

Source: Researcher's own compilation (2017)

As can be seen in Figure 3.4, respect and dignity becomes a single variable of *Ubuntu* that was measured in this study along the other three variables of compassion, survival and group solidarity. Prior studies (Mangaliso, 2001:32, Poovan *et al.*, 2006:19; Brubaker, 2013:120) also combined respect and dignity, usually as one social value of *Ubuntu*. The overall impression of *Ubuntu* theory presented in Figures 3.3 and 3.4 suggest that the concept can be seen as one of the mechanisms capable of promoting synergy and the creation of a whole that is larger than the sum of the individual parts,

which is seen it as an integral part of Africa culture (Mangaliso, 2001:25)¹¹. This could be made possible when people show compassion, love, and respect for one another; Tutu (2004:27) encouraged that *Ubuntu* requires common understanding between the supervisor and team members that they are able to help and care for each other as members of one family or organisation.

Furthermore, Jackson (2004:28) remarks that *Ubuntu's* point of departure should be centred on the leaders as a cohesive force within the group because every aspect of being human should define their role as one of a team. There is research propounded by MacDonald *et al.* (2014:2), which support the view that supervisors must put forth more effort than their subordinates must to build solidarity. Importantly, team solidarity and commitment is said to be a function of strong relationships with others, teamwork, and strong loyalty to group goals. One theory that emerged recently in the field of African management is *Ubuntu*-relational holder theory (Woermann & Engelbrecht, 2017:4), according to which, collective decision-making fosters and explains *Ubuntu* for management, with reference to the aphorism 'a person is a person through others'. Explaining collective decision making as an integral part of *Ubuntu* values may imply that managers can only be successful managers because of their teams.

Finally, the influence of the *Ubuntu* model is also explored in relation to the principles of *Batho Pele* and the role in service delivery. First, an overview of *Batho Pele* principles as organisational approach to service delivery is given.

3.6.5 An overview of *Batho Pele* principles and relationship with service

This section reviews the concept of *Batho Pele* (people first) which is embedded in the *Ubuntu* paradigm in the South African government policy on serving all South African people first (*Batho Pele* handbook, 2003:17). The concept can be explained as a government espoused, nation-wide initiative requiring public servants to be service-oriented and to commit to continuous service delivery improvements (*Batho Pele* handbook, 2003:17).

In complementing the White Paper for Social Welfare (RSA, 1997:32), which is premised on a caring principle, and the Constitution of South Africa with more focus

¹¹ According to Mangaliso (2001:25) local culture has helped American express (an American travel and tourism company) through a joint venture with PulaNala where expertise from American express were joined with the indigenous knowledge of this Black-owned South African company, making American express highly responsive to changes taking place in the travel industry today.

on human rights of people, *Batho Pele* is based on eight principles (*Batho Pele* handbook, 2003:17) which were introduced in 1999 in accordance with the values of *Ubuntu*. Accordingly, the White Paper on transforming public service delivery in South Africa was driven by (a) putting people first, and (b) recipients of services had to be viewed as customers. In addition to transforming the culture of public service delivery, the eight principles also set service standards across all levels of government from provincial to national, to benchmark against international standards and ensure South African citizens were put first. The eight principles are summarised in Appendix E.

In reviewing the concept of *Batho Pele*, this is where the premise of *Ubuntu* finds its place particularly when one considers the compassion, responsiveness, and team solidarity, which enables the fulfilment of the promised successful service delivery. *Batho Pele* principles, which are embedded in *Ubuntu* paradigm (Yukl, 2002:89), imply that *Ubuntu* has a potential interface between the challenges that may hinder team productivity and performance, because *Ubuntu* enables team members to tolerate each other's cultural differences, which could result in low service delivery performance. Mangaliso (2001:26) expressed similar sentiments. The power mechanism of *Ubuntu* is now explored.

3.6.6 The power mechanism of *Ubuntu*: premise and promises

In this section, the premise and promises of *Ubuntu* as an organisational approach in the context of South Africa is assessed. Particular attention is drawn to the fundamental significance and promotion of *Ubuntu* principles in post-apartheid South Africa. The academic writings about the potential of *Ubuntu* coincided with the changes that took place in South Africa during the 1990s from the apartheid system to a democratic state, national government of unity, equal rights and opportunities for all South African citizens (Mangaliso, 2001:23; Karsten & Illa, 2005:607). The link of the *Ubuntu* promise with Africa culture was espoused in Hofstede (1980:46), who noted that African culture is collective by nature, because the group has more importance than the individual, hence group success is more valued than individual success. As such, this thesis assessed the influence of *Ubuntu* as a potential approach that top managers could use to influence service quality among frontline managers in their workplaces in the South African tourist hotel accommodation.

Although there is limited empirical research examining the relationship between the influence of the *Ubuntu* collective values and employee OC and their effect on work

behaviour, problems identified in the South African context appear to be centred on managers who do not have an understanding or knowledge of the various cultures and languages of the employees they lead (Nicolaides, 2010:7). The power distance mechanism between employees and their supervisor under the *Ubuntu* collective values, particularly compassion and spirit of solidarity and their associated influence on OC and work behaviour, are evident in very few studies. Mangaliso's (2001) research was based on reviewing conceptions and reflections about experiences of *Ubuntu* found in South African private and state-owned enterprises. Mangaliso (2001:25) stated that *Ubuntu* might be slow to prove in terms of managerial effectiveness for OB in measurement of improved OC by indicators, but greater commitment to the goals of the organisation translating into long-run effectiveness and efficiency is generally possible. He highlights that *Ubuntu* principles in leadership from a supervisor, reinforces understanding among all employees, which results in group solidarity, teamwork, and collective pride in achieving organisational goals.

Mangaliso (2001:25) argued that helpfulness towards others in a work team creates a climate of "collegiality based on sharing and caring". This is why African leadership, which emphasises a culture of how African people should show compassion towards other human beings, has an intrinsic understanding that all humans are interconnected. Poovan *et al.* (2006:20) provided support arguing for *Ubuntu*. Accordingly, they found in their own empirical research during one-on-one interviews with employees of several organisations in Cape Town, South Africa that *Ubuntu* allows for personal understanding and caring in the workplace. This enables team members to see themselves as belonging to a community, even at work, and consequently are more willing and committed to help each other and the organisation.

Within the same period in 2006, Browning (2006:1333) published a research paper which found that during the interviews with frontline employees of retail car companies and hospitality organisations, the tendency and importance South African employees attach to building relationships, personal interaction and mutual respect is emphasised '*Ubuntu*' as an African culture. The essential message of Browning (2006:1333) asserts that managers were failing to provide these employees with support (that is, being there physically and emotionally) when there were difficult guests. By implication, it was concluded that managers who lead or behave in a way that contradicts the expectations of employees, do not realise the positive influence they can have through *Ubuntu*, which would influence how employees interact with customers.

The reason for understanding African culture in particular is associated with the report provided in 2012 by CATHSSETA (2012:20), that over two thirds of total frontline and lower-level staff (69 per cent) represents African frontline employees from different ethnic groups and local cultures. This figure is big considering that within a multicultural workforce in the scope of CATHSSETA, other sub-cultures white (15 per cent), coloured (13 per cent) and Indian (three per cent) represented the remainder of frontline employees who provide services to guests and tourists. The importance of understanding the culture and behaviour of frontline employees is captured in several studies (Ross, 2005; Maxwell & Watson, 2006; Nicolaides, 2010; Fisher, McPhail & Menghetti, 2010:403) within the international and South African hospitality sector, which have management styles that ranged between autocratic, ethnocentric, flexible, and participatory.

In a study conducted in the Gauteng province of South Africa, Nicolaides (2010:6-7) found that South African hotel managers command respect from employees by virtue of their position and social status. The same study found that middle-managers (who are responsible for frontline managers' work) apportioned blame to their superiors for the lack of effective interaction with employees because they did not feel comfortable discussing diversity related issues with frontline managers and frontline employees (Nicolaides, 2010:7). Another hospitality study provided by Kozak and Uca (2008:129) reported that hotel managers in Turkey tended to adopt a more participatory and flexible management approach, which focussed on humanist orientation towards employees. Fisher *et al.* (2010:403) is of the view that hospitality managers should familiarise themselves with cultural similarities because ethnocentric management styles may have less significant influence on financial performance than commitment.

As mentioned before, frontline managers require that they understand the strengths, weakness and the behaviour of all frontline employees. However, problems identified in the South African tourist hotel accommodation appear to be centred on managers who do not have an understanding or knowledge of the various cultures and languages of the employees (Nicolaides, 2010:7). According to Nicolaides (2010:7) there is a lack of genuine attempts by frontline managers to hear or understand what the frontline employees have to say. The point being emphasised in this review mirrors on the strength of the behavioural expression of *Ubuntu* and group consensus, which provides employees within a service business context to air their views, because reaching group consensus about collective service improvements may be central to

Ubuntu. As shown in this review, the application of *Ubuntu* has been prevalent in a South African business context Damane (2001:34)¹². This view is complemented by Khomba (2011:136), who found that Desmond Tutu and Richard Branson were among individuals who showed love and care for others through *Ubuntu*. Examples of companies and institutions that have adapted *Ubuntu* via *Batho Pele* principles (people first) include the Department of Education (DOE), American express, First National Bank, Pick 'n Pay, and South African Airways (SAA) (Khomba, 2011:136; Oppenheim, 2012:370; Ngidi & Dorasamy, 2014:12).

To conclude, it can be said that the fundamental value of *Ubuntu* and how it manifests could present a narrow interest, at the same time it may go a long way in a complex society such as South Africa. Therefore, to benefit from the premise of *Ubuntu* requires that frontline managers model the way of practicing its principles for frontline-staff in return for their own experience of *Ubuntu* from their superiors. There is limited empirical research examining the relationship between the influence of *Ubuntu* and employee OC and service quality behaviour. The review carried out in sections 3.5.1 and 3.5.2 on African culture, *Ubuntu*, and various management styles, suggest that *Ubuntu* has the potential to determine the levels of frontline managers' OC and service quality behaviour by assessing who exhibits collectivist-cultural values.



¹² According to Damane (a former manager of a Fuel distribution company), he was able to apply Ubuntu and resolve conflicts quickly by relying on local dialects of local people (employees).

3.7 A REVIEW OF EMPIRICAL STUDIES ON OC: THE CONTEXTUAL VARIABLES OF FRONTLINE MANAGERS IN SERVICES

In this section, a review of empirical evidence that demonstrates the relationship between the contextual variables (predictors) of frontline managers' OC and ultimately service quality behaviour is given.

3.7.1 The relationship between OC and HRM practices

The need for selecting and retaining qualified hospitality frontline employees is well documented in the hospitality literature (Worsfold, 1999:344; Lee & Way, 2010:344; Dawson and Abbott 2011:300; Meliou & Maroudas, 2011:229; Tews *et al.*, 2011:94; Bulut & Culha, 2014:318; Dhar, 2015:424). Given the relevance of talent retention to the sustainable competitiveness of South African tourism (see section 3.3), the South African hospitality sector, in particular the tourist hotel accommodation sub-sector, are among the sectors that should contribute significantly to this KPA. This in addition to other HRM practices relating to training and development as well as fair compensation and its role elevating OC may no longer be taken for granted. This view is supported in previous research by Gunlu *et al* (2010:711), who found that providing frontline managers with opportunities such as training programs; counselling and career development support as well as rewarding them with incentive programs and fringe benefits, a commensurate increase in the level of OC is manifest. The preceding findings found support from Nadiri and Tanova (2010:39), who argued that the hospitality sectors should realise that hospitality employees, including frontline managers, need to see equitable/fair rewards for their work.

Lee and Way (2010:344) commented that the hospitality industry has typically been dominant in hiring employees, but not so fortunate in retaining them. While a previous important study by Worsfold (1999:344) found that employee OC, resulting from HRM policies and practices result in improved performance, Dawson and Abbott (2011:300) asserted that hiring the right people leads to increased OC, which in turn reduces turnover levels. Similar research confirmed that frontline managers' OC, stimulated by positive HRM practices could facilitate a culture of exceptional and world-class service (Dawson & Abbot, 2011:292). Bulut and Culha (2014:318) provided additional evidence that affording employees the opportunity to participate in training enhances the feelings of commitment to the organisation. Considering the above background,

attention now turns to a review of empirical studies (see, Table 3.7) which incorporate frontline managers (that is, front desk, housekeeping, or food and beverage supervisors, assistant managers, and managers) as a primary sample in the context of tourist hotel accommodation sub-sector.

Table 3.7: The role of HRM practices in frontline managers' OC and service quality

Regional context	Sample	Findings	Literature sources
United Kingdom	Frontline managers	Frontline managers OC was motivated by appropriate pay and challenging scope of the job.	Maxwell and Steele (2003:368)
South Africa	Frontline managers and employees of retail, car rental, and hospitality companies	HRM practices had a significant effect on frontline managers' OC and service behaviour.	Browning (2006:1330)
USA	Hotel/casino managers, supervisors, and employees	Older frontline managers were more committed to the organisation than non-management frontline employees. Furthermore, dedicated frontline managers were committed to service quality.	Bai <i>et al.</i> (2006:49)
Thailand	Both supervisors and managers, and guest contact employees in the rooms division	Management service initiatives, particularly training, rewards, and empowerment deliver a strong message to frontline employees. Therefore, offering attractive compensation and improving frontline employee's knowledge and skills through ongoing training are likely to pay off by yielding a happier and more committed workforce that cares about guests and other co-workers.	Kim <i>et al.</i> (2009:385)
Turkey	Supervisors and managers	Independent hotel frontline managers' AC and NC and their general and extrinsic JS were higher than the commitment and satisfaction of chain hotel frontline managers. Both AC and NC make frontline managers feel responsible for reaching service quality goals.	Gunlu <i>et al.</i> (2010:705)
Spain	Supervisors and managers (four- and five-star hotels)	High-commitment HR practices have a positive and significant effect on the OC and JS of both groups. Thus, frontline managers' OC and JS did not lead to improve organisational performance.	Domínguez-Falcón <i>et al.</i> (2016:500)

Source: Researcher's own compilation (2017)

The review provided in Table 3.7 indicates that although there is limited research focusing on frontline managers' OC and the contextual variables identified in the literature, evidence revealed that it is of critical importance for the tourist hotel accommodation sub-sector to adopt HR practices aligned with the needs of frontline managers. This would mean that they could contribute to the affective connection of these managers to the organisation. Therefore, tourist hotel accommodation senior management should focus on frontline managers because when they are taken care of, they are likely to feel more committed and service quality oriented. Dhar (2015:424) confirmed that some components of HRM practices such as training among others can be an effective tool for influencing frontline managers' OC levels and in return, their service quality. Therefore, HRM practices are expected to create a resource: a more valuable and committed workforce of frontline managers. In light of the preceding discussion, it is expected in this study that HRM practices associated with recruitment, selection, training and development, compensation, and retention would influence frontline managers' OC. Therefore, it is predicted that:

- *Hypothesis 1:* HRM practices (that facilitate fair recruitment and selection) would have a positive effect on frontline managers' OC (AC).
- *Hypothesis 2:* There would be a positive relationship between HRM practices (facilitated by employee retention) and frontline managers' OC (AC).
- *Hypothesis 3:* There would be a positive relationship between HRM practices (involving employee training and development) and frontline managers' OC (NC).
- *Hypothesis 4:* HRM practices (that facilitated by fair compensation) would have a positive relationship with frontline managers' OC (CC).

In addition to the hypotheses that there is a positive relationship between HRM and OC and service quality, other factors such as work-family conflict (WFC) (translated into work-family-balance), perceptions of support, and access that the organisation provides for training, are included.

3.7.1.1 The relationship between POS and frontline managers' OC

Since the emergence of the organisational support theory in the 1980s, which was deduced from the social exchange theory to describe connections of the employee and the organisation (Eisenberger *et al.*, 1986:501), the employee perception of

organisational support (POS) is increasingly becoming one of the factors considered a more influential elevators of employee OC. Research insights suggest that employee POS was founded on the premise that it would lead individuals to feel obligated to make contributions to their organisation (Eder & Eisenberger, 2008:64). Along with an enlistment of felt obligation to the organisation and affective commitment, Eder and Eisenberger (2008:66) found that POS has an advantage of combating employee withdrawal behaviours. Considerable amount of evidence which increases a global understanding of the mutual reciprocation between the organisation's commitment to the employee (employee treatment and the extent to which an organisation values their contributions and cares about them) and employee's feeling of obligation to remain with the organisation has been found in the mainstream management and OB research (see section 2.7) and more so in the hospitality literature (Bulut & Culha, 2010:311; Colakoglu *et al.*, 2010:138; He *et al.*, 2011:597; Chan & Jepsen, 2011:166; Ubeda-García *et al.*, 2014:108; Dhar, 2015:424; Jaiswal & Dhar, 2016:68).

Additional survey results by Colakoglu *et al.* (2010:130) reported that if the support from the organisation meets employees' needs for praise and approval, the employees would incorporate organisational membership into self-identity thereby developing a positive emotional bond (affective commitment) to the organisation. Accordingly, an examination of the OC multidimensional perspective study of Colakoglu *et al.* (2010:138) provided evidence that POS highly correlated with NC ($r=0.60$) than AC ($r=0.57$). Similar studies conducted by Bulut and Culha (2010:311) found that employees perceived support and access for training as a motivation and benefit that could lead to them feeling obligated to remain with the organisation thereby exhibiting a normative view of commitment (NC). This finding was complemented by He *et al.* (2011:597), who found that employees were more likely to feel an obligation to return the supportive behaviour to the organisation, in terms of commitment (NC). Extended empirical research (Chan & Jepsen, 2011:166; Ubeda-García *et al.*, 2014:108; Dhar, 2015:424) observed that promoting training programs and making these accessible to employees not only increased employee OC, but also the positive perceptions of employee support from the organisation. Jaiswal and Dhar (2016:68) affirmed that employees who perceive less support from their supervisor (immediate manager) lowered their commitment. These findings confirmed the significant relationship between POS and OC. Based on the reviewed hospitality literature, it is expected in

this study that frontline managers POS for training would be positively related with HRM practices. Thus, it is hypothesised that:

- *Hypothesis 5:* There would be a significant positive relationship between POS (facilitated by supervisor support, employee well-being, and physical and emotional support) and frontline managers affective OC.
- *Hypothesis 5a:* There would be a significant positive relationship between POS (facilitated by supervisor-support, employee well-being, and physical and emotional support) and frontline managers normative OC.

Within the literature, there is also considerable important research to indicate that frontline managers' ability to balance their work role and family role would be moderated by HRM practices and POS (Choi & Kim, 2012:1013; Zhao, 2016:2425; Deery & Jago, 2015:463), such that WFC is seen as a mechanism that contributes towards organisational support (POS) through HRM practices in this current review. The concept of WFC was first defined in the 1980s by Greenhaus and Beutell (1985:77) as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect".

Most research on WFC in the hospitality literature started to blossom in the early 2000s (Hsieh, Pearson & Kline, 2009:2; Namasivayam & Zhao, 2007:1212; Namasivayam & Mount, 2004:242; Hsieh, Pearson, Chang & Uen, 2004:62). Studies such as Namasivayam and Zhao (2007:1220), Magnini (2009:119) and Zhao *et al.* (2011:50) affirmed that WFC is a serious HR issue that can be attributed to an increasing percentage of single parents that interfere with HRM practices and policies, which in turn affect employee behaviour and performance in the hospitality sector. Where employees are expected to work 24/7/365 (a HRM issue), work may negatively influence employees' personal lives, which results in WFC. Insights from the literature suggest the problems that dominate issues exacerbating WFC are the nature of hospitality and nature of work itself (Lucas & Deery, 2004:471; Namasivayam & Mount, 2004:242; Karatepe & Kilic, 2007:248; Kandasamy & Ancheri, 2009:334; Magnini, 2009:124; Choi & Kim, 2012:1022).

In summary, WFC is categorised as one of a classical negative spill over between work and life domains Choi and Kim (2012:1213). Employees are likely to believe that their family lives are as important as their hospitality work lives (Choi & Kim, 2012:1012).

Hospitality work, in this case, may seem like a home away from home among many employees. The above suggests that if not taken seriously, WFC could impact the hospitality sector negatively. For example, more recent research warns that unbalanced work and family relationships could cause employees to change careers (Zhao, 2016:2428).

3.7.1.2 *The relationship between WFC and POS*

Namasivayam and Mount (2004:246) conducted a study titled 'The relationship between work to family conflict and JS among Hispanic workforce in a Spanish hotel setting' and examined the direct effects of WFC on employee JS and OC. The study found that when work roles interfere with family roles the individual's JS is lowered; counterintuitively, when family roles interfere with work roles, then individuals perceive higher JS. In a study conducted by Karatepe and Kilic (2007:249), evidence showed that work roles had a detrimental effect on family roles, which ultimately have a negative impact on employee JS. Namasivayam and Zhao (2007:1212) complemented these earlier findings; according to Namasivayam and Zhao (2007:1220), WFC correlates negatively to JS only if employees are committed to their organisation. The moderating role of WFC towards POS (HRM practice) is supported by empirical research.

Survey results reported that work interfering with family and families interfering with work both have a positive impact on job tension, which positively influences relaxation intention (Zhao *et al.*, 2013:7). On the other hand, Deery and Jago (2015:467) found that the young and talented employees value work-life balance (WLB), autonomy, and job security and would leave the organisation if these elements are not present. Mansour and Tremblay (2016) reported that social support, specifically related to WLB, decreases WFC and in turn job stress. They recommended that hospitality managers should be committed to creating a family friendly culture and providing support that reconciles work and family. These studies increased the understanding that WFC may mediate between HRM practices and POS, but more importantly, flexible work experience could nurture frontline managers' NC to their firms. Therefore, it is proposed:

- *Hypothesis 6:* There would be a positive relationship between POS (facilitated by supervisor support, employee well-being, and physical and emotional support) and WFC (facilitated by work demands and family demands).

3.7.2 Frontline manager JS and OC

One of the widely accepted definitions of JS was provided by Spector (1997:2) who defined it as “the attitudinal variable assessing how people feel about their job or aspects of their job”. More recently, MacDonald, Kelly and Christen (2014:3) extended the definition and broadly defined JS as the overall sentiment that one has for their job, which then acts as a good motivation to work well. This is probably why Colakoglu *et al.* (2010:128) asserted that JS leads to employee OC. An abundance of research studies within the hospitality literature (Lam & Zhang, 2003:217; Kim *et al.*, 2005:186; Gunlu *et al.*, 2010:705; Fisher *et al.*, 2010:402; Tsu & Tsai, 2014:3; Jung & Yoon, 2016:65) revealed that frontline manager JS leads to OC, particularly, AC and NC.

Studies by Lam and Zhang (2003:217) shed some light on the popular view that employees who are satisfied with their job accept their organisation’s goals and values, and show willingness to work on behalf of their organisation and strong motivation to remain in their organisation. According to Lam and Zhang (2003:217), the elevation of employee OC can also be achieved through improving the core characteristics of the job, such as skill variety, job autonomy, and competitively linked compensation. On the other hand, Bai *et al.*’s (2006:48) results indicated that frontline employees and frontline managers were not completely attached to the hotel organisation sampled, because their OC was somewhat neutral, perhaps due to their JS having been slightly positive. Interestingly, additional findings by Bai *et al.* (2006:48) showed that both older frontline-staff and frontline managers were more committed than younger employees.

Later studies, such as Colakoglu *et al.* (2010:144), produced rather interesting survey results where employee JS related positively with employee CC. Colakoglu *et al.* (2010:144) explained that this could have been as result of the global economic crisis, which impacted on job alternatives; hence, employees felt they should remain with the hotel organisation. By implication, Colakoglu *et al.* (2010:144) concluded that to make satisfied employees in the hotel accommodation sub-sector, supportive working conditions should be provided for employees. Other more recent studies such as López-Cabarcos, Lopes-Sampaio-de Pinho and Vázquez-Rodríguez (2014:9) provided empirical support for the relationship between employee JS and employee AC and NC. On the other hand, Paek, Schuckert, Kim and Lee (2015:23) offered interesting new findings in that employee OC relied more on work engagement than job satisfaction; findings that have not been established before. More recent research

by Jung and Yoon (2016:66) supported previous research and suggested that employees who perceived the work they performed as highly meaningful were strongly committed to the hotel organisations (AC) to which they belonged. On the basis of existing findings, it is hypothesised in this study that:

- *Hypothesis 7:* Frontline manager JS (facilitated by satisfaction with communication and recognition) would be positively correlated with frontline managers' OC (AC).
- *Hypothesis 7a:* Frontline manager JS (facilitated by satisfaction with teamwork) would be positively related with frontline managers' OC (NC).
- *Hypothesis 7b:* Frontline manager JS (facilitated by satisfaction with resources) would be positively correlated with frontline managers' OC (AC).

3.7.3 Ubuntu values, internal service quality and relationship with OC

Until the mid-2000s, OC theory and most hospitality research has focused primarily on a variable-centred approach and outcomes of relevance to the organisation. Thus, there is now a growing body of empirical research that examines the links between commitment, person-centred variables, and employee-relevant outcomes such as culture, ethnic culture, internal service quality and service quality behaviour (see section 2.7.2). These person-variable approaches can mostly be attributed to the emergent hospitality literature focusing on cultural dissimilarities resulting from power distance and collectivism among diverse work groups (Manzur & Jogaratnam, 2006:21; Namasivayam & Zhao, 2007:1216; Gunlu *et al.*, 2010:696). Following the lead of Namasivayam and Zhao (2007:1220), this study included among the most common predictors of employee OC in the hospitality sector, employee work-to-family balance, as mechanisms that could strengthen frontline managers' affective attitudes, in this case, OC. Such a predictive relationship was reported by Namasivayam and Zhao (2007:1220), who argued that reducing conflicts due to work and family role intersections, enhances employee' attitudes towards work. Therefore, culturally driven importance of family roles over work roles may drive employee attitudes towards work. The essential argument, according to Namasivayam and Zhao (2007:1220), is the possibility that family plays a bigger role in individual's lives in certain cultural groups than it does in others. Moreover, service quality behaviour variable in the complementary research model presented in Figure 3.5 was included as an outcome category, with the relationship between frontline managers OC, *Ubuntu* facilitated by

collectivist values, and ISQ through cooperation between individuals and value-adding departments (see sections 3.2.1.4 and 3.6.3), hypothesised as contributing to this behavioural outcome.

When the literature is reviewed, a few hospitality studies (Browning, 2006:1333; Manzur & Jogaratnam, 2006:21; Namasivayam & Zhao, 2007:1216; Gunlu et al., 2010:696; Astakhova, 2016:958) examining the relationship between employee OC and regional cultural influences (that is, the East, West and Africa) among hotel managers have been identified. With regard to individualism-collectivism predictions, some hospitality studies uniformly agreed that a more positive relationship between frontline managers displaying collectivist cultural values with OC exists, than those who exhibit individualist cultural values (Manzur & Jogaratnam, 2006:21; Namasivayam & Zhao, 2007:1216; Gunlu et al., 2010:696). More specifically, Namasivayam and Zhao (2007:1222) concluded that cultural factors such as religion, and local labour market factors can be potential influences on commitment to the organisation.

In support of previous research, Gunlu et al. (2010:696) articulated that individualism and collectivism cultural dimensions seems to be related to employee OC because when a person is alienated from individualism, for example, he/she needs to be part of a group where sometimes the organisation they work for may be part of these groups. These authors concluded that cross-cultural research comparing managers' OC in different tourism destinations should be promoted (Gunlu et al., 2010:713). Despite this growing body of the literature, empirical research, which examines the dimensions of culture, particularly *Ubuntu* and its influence on employee OC, and service quality remain scarce in the hospitality literature. This is particularly so in the case of South African hospitality literature.

In the context of South Africa, Browning's (2006:1333) research is among the rare studies that initiated discussions about the importance of examining a national and ethnic culture, such as *Ubuntu*, and its relationship to management styles, management behaviour, and OC in a hospitality service organisation. In essence, Browning (2006:1333) found during the interviews with frontline managers and frontline employees that the tendency of South African employees to attach importance to relationship building, personal interaction, mutual respect, and the soft skills of management, were more on the point of emphasising *Ubuntu* as an African culture. Browning (2006:1333) argued that managers were failing to provide these employees

with support (that is, being there physically and emotionally) when there were difficult guests. Browning (2006:1333) concluded that managers, who lead or behave in a way that contradicts the expectations of frontline employees, do not realise the limitation of the positive influence they can have on how employees interact with guests. There is a lack of studies following Browning's (2006) direction, which examines the influence of *Ubuntu* on employee OC.

As a result of limited attention given to the notion of *Ubuntu* and evaluating how its founded values (compassion, solidarity, survival and respect and dignity) may contribute to employee attitudes such as OC in the hospitality sector, tourist hotel accommodation in particular, studies conducted in other disciplines in the South African literature have been reviewed (Mangaliso, 2001; Poovan *et al.*, 2006). Although not many, these studies were reviewed in order to increase an understanding of the predictive influence of *Ubuntu* on employee attitudes and work behaviour. According to Mangaliso (2001:25), *Ubuntu* might be slow to action, but greater commitment to the goals of the organisation, which translates to long-term effectiveness and efficiency is promised. These claims seem to suggest that *Ubuntu* reinforces understanding among individuals, which result in group solidarity, teamwork, and collective achievement of organisational goals. In the end, Mangaliso (2001:27) commented that helpfulness towards others (work teams) creates a climate of collegiality based on sharing and caring, which emphasises that African people usually show compassion towards other human beings because of their understanding that all humans are interconnected.

Poovan *et al.* (2006:20) provided support for Mangaliso's (2001) sentiments, propounding that *Ubuntu* allows personal understanding and caring, which enables team members to see themselves as belonging to the team, and being more willing and committed to help each other. During a qualitative interview process with a team of employees in a sales and warehousing department in an organisation in the beverage industry in the Western Cape, South Africa, Poovan *et al.* (2006:25) found that the existence of *Ubuntu* as a shared value system. This system encourages team members to strive towards the outlined values, which in itself brings the team one step closer to being effective because of the increase in the level of team members' commitment, loyalty, and satisfaction, leading to a positive impact in the organisation. On the basis of a large body of conceptual and limited empirical research on *Ubuntu*, it is expected in this study that some cross-cultural differences may be prevalent among the sample of South African tourism hotel accommodation frontline managers.

This might mean that individualism-collectivism cultural differences would influence the attitude and behaviour of frontline managers as determined by their preference of a management style and behaviour. The above led to the following hypotheses:

- *Hypothesis 8:* There would be a positive relationship between frontline managers' OC (AC) and *Ubuntu* values-based work orientation (facilitated by immediate managers who show compassion, solidarity, survival, respect and dignity, and collectivism).
- *Hypothesis 8a:* There would be a negative relationship between frontline managers' OC (CC) and *Ubuntu* values-based work orientation (facilitated by immediate managers who show compassion, solidarity, survival, respect and dignity, and collectivism).
- *Hypothesis 8b:* There would be a positive relationship between frontline managers' OC (NC) and *Ubuntu* values-based work orientation (facilitated by immediate managers who show compassion, solidarity, survival, respect and dignity, and collectivism).
- *Hypothesis 9:* *Ubuntu* values (facilitated by respect and dignity) would positively influence frontline managers' internal service quality (co-operation by co-workers).
- *Hypothesis 9a:* *Ubuntu* values (facilitated by frontline managers' collectivism) would positively influence frontline managers' internal service quality (facilitated by worker department).
- *Hypothesis 9b:* *Ubuntu* values (facilitated by group solidarity) would positively influence frontline managers' internal service quality (commitment of value-adding departments).

3.7.3.1 Relationship between internal service quality and service performance, and OC and service quality performance

Previous research has shown that employee's OC to service quality can be a function of managers' affective desire to improve his or her unit's service quality (Hartline & Ferrell, 1996:59). On the other hand, reports presented empirical evidence (Babakus *et al.*, 2003:273; Maxwell & Watson 2006:98; Elmadag *et al.*, 2008:95; Cheung & To, 2010:261; Gunlu *et al.*, 2010:701) highlighting that frontline managers interface the interaction between guests and frontline employees. Such findings emphasise the

responsibility of frontline managers generating affective responses of frontline employees' JS and affective OC, which in turn directly influence their work-performance outcomes, such as service quality behaviour. Fundamentally, the responsibility of frontline managers also depends on their superior's (whom they report to) commitment towards their own OC with an impact on frontline employees (Maxwell & Steele, 2003:368; To *et al.*, 2015:15).

Even though there is limited hospitality research that examines the relationship between ISQ, OC, and service quality behaviour, the survey by Gjerald and Øgaard (2010:478) showed that the commitment and cooperation between co-workers facilitate role expectations and role divisions during complex service deliveries. Additional studies confirmed that frontline managers with close interpersonal relationships and interactions with their co-workers showcases higher levels of OC towards service quality (Strydom, 2012:84). Based on this review, ISQ, facilitated by team cohesion, quality of interaction and cooperation between the value-adding departments and individual frontline managers (see Figure 3.2) is predicted to mediate the relationship between frontline managers' OC and service quality behaviour.

- *Hypothesis 11*: Internal service quality (cooperation of co-workers and commitment of value-adding departments delivering service quality internally and to the guest) would have a positive relationship with frontline managers' service quality performance.
- *Hypothesis 11a*: Frontline managers' OC (AC, NC, and CC) would have an indirect positive relationship with frontline managers' service quality performance.

3.7.4 An overview of research hypothesised relationships for the proposed complementary research model

Following from the above empirical evidence, the conceptual and theoretical frameworks developed in studies can now be extended to form the hypothesised relationships illustrated in the complementary research model in Figure 3.5.

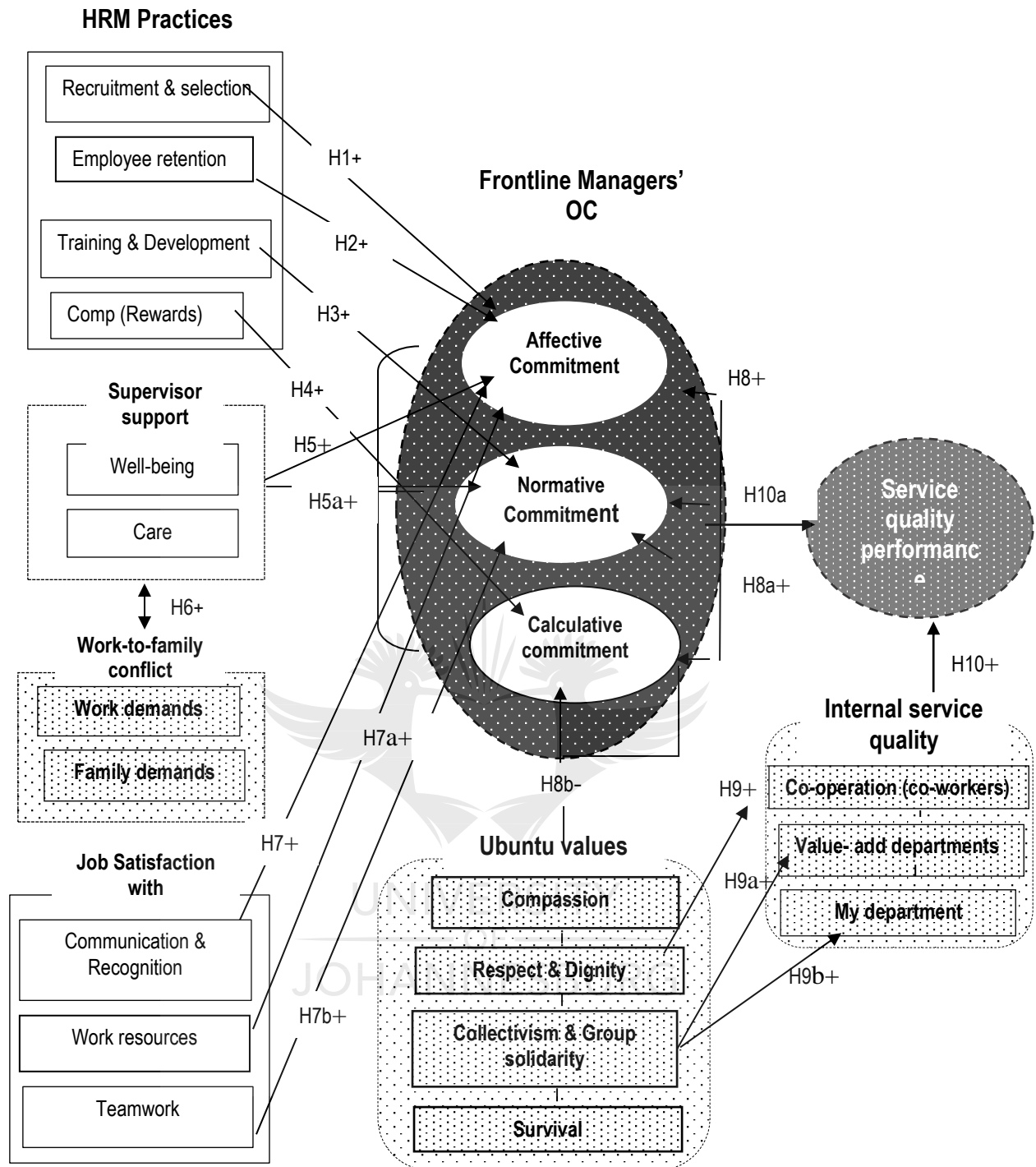


Figure 3.5: The proposed complementary research model 2

Source: Researcher's own compilation (2017)

A summary of the hypothesised links between the three components of OC (AC, NC and CC) and the variables considered to be their strongest predictors, correlates and consequences in the hospitality sector are presented in Figure 3.5. On the left side of the proposed complementary research model the general categories of variables hypothesised to be involved in the development of AC, NC and CC (centre) have been identified. The inclusion of the three components of OC and relationship with multiple

referents (that is, organisation, co-worker and supervisor) as indicated in the first proposed model (see Figure 2.5) follows the recommendations of previous studies. These suggest that studies taking a multiple perspective on commitment over approaches that consider a single dimension of OC and commitments to different referents were required (Namasivayam & Zhao, 2007:1221). In this study, all three components would correlate differently to work related behaviour such as service quality. Thus, AC is expected to have a stronger positive relationship with the desirable service quality behaviour than would the other two components. The above suggests that the motive of frontline managers may differ (Meyer *et al.*, 1998:32).

On the left side of Figure 3.5, the variables (HRM components, POS and JS) all have a positive relationship with both affective and normative OC. It is also predicted that there would be a positive relationship between POS (facilitated by supervisor-support) and WFC (facilitated by work demands and family demands). As independent variables under consideration in this programme of investigation fall generally within the HRM practices (recruitment, selection, training and development, including compensation (rewards) and employee retention, WFC, organisational support, and job satisfaction, correlate with frontline managers' level of OC (dependent variable). While it is predicted that there would be a direct relationship between all three components of OC (AC, NC and CC) and frontline managers' service quality performance (hypothesis 10a), *Ubuntu* values (facilitated by managers' compassion, survival, group solidarity/collectivism, and respect and dignity) would positively influence both affective and normative OC. Thus, there would be a negative relationship between the three OC components and *Ubuntu* values.

Furthermore, the hypothesised relationship demonstrated in Figure 3.5 shows that *Ubuntu* values (respect and dignity, and group solidarity/collectivism) would have a positive influence on internal service quality (co-operation of co-workers, value-adding departments, and the department where the employee works). This is predicted on the argument that *Ubuntu* as southern African Nguni ethnic culture seems to be appropriate in the realm of management discourse, in this case, tourism and hospitality management, and is viewed as an intervening variable between frontline managers' OC and internal service quality. Finally, frontline managers' socio-demographic factors would act as control variables.

3.8 CONCLUSION

In comparison with Chapter 2, which identified the meaning and theoretical foundation of employee OC, this chapter provided an overview of employee OC as a dependent variable from a hospitality perspective, taking into account the service quality context, culture, and management styles. The rationale and the developmental trends of OC have been established. As a result, four independent variables (see Figure 3.5) as well as the relevance of the prevalence of these predictors in the hospitality sector were highlighted. The review further revealed that these predictors of employee OC were not an exhaustive list of factors influencing frontline managers OC, particularly in the context of the South African hospitality sector.

Given the nature and characterisation of hospitality, the operational definition of frontline managers OC was given. Furthermore, during the review of the literature, two fundamental intervening variables (*Ubuntu* and internal service quality) have been identified, which emerged as requiring immense attention so that a more global understanding of the process in which employee (frontline managers) OC develops is increased. Research insights indicated that although there is a well-developed conceptual understanding of both *Ubuntu* and ISQ, empirical research undertaking of both, *Ubuntu* and ISQ is not well developed in the South Africa context. Consequently, there is a lack of empirical quantitative research and documented proof of existing survey questionnaires on the concept of *Ubuntu*. This precipitates the need for a mixed-method approach, which begins with an exploratory sequential research design and method triangulation (see section 4.1). To this end, through the comprehensive literature review, a complementary research model was proposed in order to test the hypothesised relationship between the variables of interest alongside the preliminary proposed hypothesised model (see Figure 2.5).

Chapter FOUR

The Research Methodology

4.1 CHAPTER OVERVIEW

The purpose of this chapter is to outline the research methodology and design for this study. The chapter begins by a summary of the general research approach consistent with this study (section 4.2). Section 4.2.1 discusses the theoretical background from which the research perspective in section 4.2.2 for the programme of this research is derived. The research methodology is presented in section 4.3 and a research design in section 4.3.3. The methodology converts the study's conceptual framework into the array of issues that operationalise the fieldwork map. There are three research stages (qualitative interviews, Delphi-method, and a quantitative survey) that comprise the empirical investigation; this chapter explains how together, they address the research questions (see Figure 4.1).

The justification for combining different research methods is in section 4.3.3.2. Section 4.4 provides insights into the tourist hotel accommodation sub-sector selected for this study and a rationale for the selected geographic research sites. Section 4.4.1 presents the research sample, and overview of the study's target population. The sampling frame is discussed in section 4.4.1 followed by description of research participants (sections 4.5 to 4.7) for stages 1 through 3. Section 4.7.1 discusses the stance on exclusion of 1 and 2 star graded hotels. In sections 4.5.2 and 4.7.2, ethical considerations for both qualitative and quantitative issues respectively are discussed. Prior to the chapter conclusion, sections 4.7.3 to 4.7.5 discuss the questionnaire design and data collection; data analysis techniques are discussed in section 4.7.6, and validity and reliability are discussed in section 4.8.

4.2 THE RESEARCH APPROACH

To address the research questions underlying this research (see sections 1.7.1 and 4.2.2), this study adopted both qualitative and quantitative methods conducted in a sequential manner. This sequential methodology combination is argued not only to develop the existing theories on OC, identified in the literature review in Chapters 2 and 3, which reviewed those existing theories applicability to the context of the South

African tourist accommodation frontline managers, but also provided triangulations between both research methods applied and, types of data collected, which lent itself to the reliability of the data collected (see section 4.8.2). Research methodology proponents emphasise the justification for combining qualitative and quantitative methods as adopted in a triangulation approach (Greene, Caracelli & Graham, 1989:264; Strauss & Corbin, 1990:4; Neuman, 2006:149; Johnson, Onwuegbuzie & Turner, 2007:115; Creswell, 2009:208). This study collected qualitative data related to interpreting employee OC in terms of the *Ubuntu* concept, and conditions that gave rise to OC in a frontline management context, exploring how these concepts were expressed in managers' actions as well as their consequences for management practice (Corbin & Strauss, 1990:9). The first stage of the field research collected qualitative data to come to an understanding of the views on the managerial concept of *Ubuntu* held by the purposively selected participants, rather than adopting an outsider perspective based on a literature review alone (Rodwell, 1998:27). The main intent of the qualitative stage was to identify variables or conditions unique to the *Ubuntu* style of management, as reflected in the OC hypotheses (see Figure 3.5).

Using a larger sample of relevant respondents in the quantitative stage (see section 4.7) of this research expanded the understanding of the manner in which these new *Ubuntu* variables and historic OC variables act in a South African hospitality frontline management context (Creswell, 2009:206). The next section discusses the background theory from which the study takes its philosophical position, ontology, epistemology, and research method.

4.2.1 Theoretical underpinning of a research approach/paradigm

Over the last decade or more, there have been philosophical debates about the appropriate philosophical paradigm from which research methods should be underpinned (Greene, et al., 1989:264; Healy & Perry, 2000:119; Milliken, 2001:74; Johnson & Onwuegbuzie, 2004:15; Neuman, 2006:151; Creswell, 2006:7; Johnson, Onwuegbuzie & Turner, 2007:124; Saunders, Lewis and Thornhill, 2007:132; Denzin & Lincoln; 2011:12). A research paradigm, according to van Aken (2004:224) can be viewed as the combination of research questions asked, where the research methodologies allow for answering these research questions, as required by the nature of the perused research outcomes. The specific parameters regarded by academic literature as primary theoretical elements governing a research paradigm, are given in

Table 4.1. These theoretical and philosophical underpinnings espouse the ontology and epistemology regarding the method of studying the social world, highlight the fundamental importance of how assumptions are made in the design.

Table 4.1: The four theoretical elements defining a research tradition

Theoretical position	Description	Sources
1. Epistemology (see section 4.2.2)	Describes 'how we know knowledge' or the 'reality that researchers investigate.' In qualitative research, researcher to minimise the 'distance' or 'objective separateness' between themselves and those being researched.	Creswell (2003:6); Healy and Perry, (2000:119); Guba and Lincoln,(1988:94)
2. Ontology (see section 4.2.2)	Researcher explicitly delves into knowledge claims and relates to the nature of reality and its characteristics.	Creswell (2003:6) Guba and Lincoln, (1988:94); Welman and Kruger (1999:189)
3. Axiology (see section 4.2.2)	What is the role of values? In a qualitative study, the inquirers admit the value-laden nature of the study and actively report their values and biases as well as the value-laden nature of information gathered from the field.	Rodwell (1998:27) and Creswell (2006:4)
4. Methodology (see section 4.3)	Technique used by researchers to investigate 'reality' or processes of studying the knowledge.	Healy and Perry (2000:119); Creswell (2003:6)

As can be seen in Table 4.1, the importance of considering these theoretical elements helps researchers to address the design question of how to interpret the form and nature of reality, understanding what can be known or researched about that reality (Ponterotto, 2005:130). Prasad (2005:30) argued that all philosophical research traditions are deeply judged on the quality of scientific research that is produced, according to its own stated terms, so design decisions are important. In this regard, understanding the theoretical background provided on each philosophical position then allows the choice of an appropriate design based on the specificities of the topic being researched (Burrell & Morgan, 1979:1; Healy & Perry, 2000:119; Creswell, 2003:6), while being complementary to researchers' beliefs about how knowledge should be developed.

In addition to Table 4.1's theoretical elements, Table 4.2 contrasts four of the most commonly accepted philosophical traditions. By reviewing these four philosophical research approaches it was possible in this study to specify the philosophical and ontological position adopted, as well justify the choice of research design subsequently implemented in this study.



Table 4.2: Competing philosophical traditions/paradigms

Key elements	Ontology	Epistemology	Methodology	Sampling	Sources
Positivism	The world is external and objective	Focus on facts	Explanatory (Structured)	Large samples	Creswell (2003:6-7), Healy & Perry (2000:119)
Interpretivism	The world is socially constructed and subjective	Focus on meaning	Exploratory (evolving and flexible)	Small sample	Creswell (2003:6-7) Healy and Perry (2000:119)
Post-positivism	Deterministic (causes-probably-determine-effects)	Reduction, (ideas reduced to small, discrete sets of ideas or variables) to test	Multiple-realities (empirical observation & measurement)	Small/large samples	Creswell (2003: 6-7), Johnson <i>et al.</i> (2007:125)
Pragmatism	The world is external and objective	Focus on facts	Explanatory (Structured)	Large samples	Creswell (2003:6-7) Healy and Perry (2000:119)

The summary of various philosophical approaches provided in Table 4.2 indicates that studies within social sciences research may be taken from a variety of perspectives. The various philosophical approaches can also be distinguished by different methods that each employ in collecting and interpreting data. Researchers take different stances on the topic they research basing it in one of the specific theoretical elements (Healy & Perry, 2000:119; Creswell, 2003:6). In this sense, the researcher holds a view on what knowledge is and how it can make sense of the surroundings (Gringeri, Barusch & Cambron, 2013:55). Such a view was based on the philosophical stance that this study took in section 4.2.2 (Walliman, 2011:15). This research was concerned with acquiring knowledge and developing understanding, through collecting facts and interpreting them to build a picture of the world of frontline managers (Walliman, 2011:16). Therefore, to arrive at the overarching research perspective and a decision about the appropriate research design study relied on reviewing the competing philosophical research traditions contrasted in Table 4.2. Next, an overview of the specific research perspective based on the strengths and weaknesses of each research approach is given.

4.2.2 The research perspective adopted in this study

Upon evaluating the reviewed philosophical assumptions and in seeking some compromise between them, the overarching research perspective that suited this research was principally a 'post-positivist' approach. Post-positivism can be conceptualised as having an objectivist epistemology and critical realist ontology (Annells, 1997, cited in Levers, 2013:3). Creswell (2003:7) described it as "a philosophical research position that refers to the thinking that challenges the traditional 'positivism' notion of the absolute truth of knowledge". Accordingly, this paradigm accepts that truth and universal laws exist but discovery of these truths maybe near impossible (Levers, 2013:3). Therefore, post-positivism research maintains that the human intellectual mechanism is flawed and that life's phenomena are basically intractable; therefore, a true reality can never be fully captured (Creswell, 2003:7; Ponterotto, 2005:129). This viewpoint supports earlier claims by Creswell (2003:7), who stated, "post-positivist researchers accept that they cannot be 'positive' about their knowledge claims when studying the behaviour and actions of humans".

In comparison with other approaches, post-positivism recognises multiple perspectives as valuable, to be gathered from the research participants/ respondents (Creswell,

2003:7). Importantly, the positivist approach is based on acceptance as fact that the world around humans is real, and that it is possible to explore these realities with research (Walliman, 2011:21). Walliman (2011:21) advocated that positivist researchers can derive new knowledge using scientific quantitative methods such as experiments or comparative analyses, but quantitative researchers have been criticised on the grounds that they actually separate themselves from the world they study using scientific methods (Ponterotto, 2005:128).

Blaikie (1993:110) pointed out that positivism (1) rejects the view that science could be dealt with only through observable phenomena, and that (2) facts and values cannot be separated. Therefore (3), if these assumptions are accepted it makes it impossible to distinguish between the languages of observation and theory. Positivist research has been comparable with post-positivism approaches (Guba & Lincoln, 1998; Ponterotto, 2005; Ryan, 2006). Thus, Ryan (2006:17) contended that, positivism is still a dominant, publicly accepted model for research. Gorski, (2013:660) supported this view. In marked contrast, research design can also adopt the interpretivist approach as an alternative to positivism (Healy & Perry, 2000:119; Ponterotto, 2005:129). The approach argues that “knowledge is relative to particular circumstances – historical, temporal, cultural, and subjective – and exists in multiple forms as representations of reality (those interpretations by individuals)” (Benoliel, 1996, as cited in Denzin & Lincoln, 2005:22).

Even though qualitative researchers believe that there exist multiple, constructed realities, Ponterotto (2005:130) acknowledged subjectivity may be influenced by many things not limited to the context of the research situation, and individual experience/perceptions that result from the interaction between the individual and the researcher. Johnson and Onwuegbuzie (2004:16) argued that interpretivism may pose potential problems, noting that research should not claim multiple, contradictory realities; but that each be considered an equally, valid account of the same phenomenon. Accordingly, Johnson and Onwuegbuzie (2004:16) recommended that, the term ‘subjective’ should be placed in front of ‘reality’ (subjective or intersubjective reality). Neuman (2006:152) maintained that qualitative research emphasises intimate first-hand knowledge of the research setting whereby researchers can avoid distancing themselves from the people and events they study. Neuman (2006:153) went further to note that, in place of ‘objective’ techniques, qualitative researchers must try to be forthright and open about their personal involvement. By declaring their involvement,

qualitative researchers firstly consider what a participant says, and then look for confirming evidence, thereby checking for internal consistency (Neuman, 2006:153). This process is known as member checking, which entails validating the credibility of qualitative data and results (Smith & McGannon, 2018:102). In practice, member check validation includes returning the raw data, interview transcripts, themes, and interpretation to the research participants and asking them to provide input on whether the data accurately reflects their experience or statements (Smith & McGannon, 2018:102).

Up to this point, two contrasting approaches, positivism and interpretivism, have been compared with post-positivism research. Philosophical debates show that researchers can regard reality as a single reality or multiple realities (Levers, 2013:2). Despite these existing philosophical debates, Gorski (2013:660) intimated that the ongoing quarrel between positivists and interpretivists does not stop researchers from producing valuable research. This has added to the legitimacy of mixed research methods rather than adopting purely, a qualitative or quantitative method (McKim, 2017:202). As a philosophical underpinning for mixed-methods studies, adoption of such pluralistic approaches conveys the importance of focusing detailed attention on the research in as many valuable ways as possible (Creswell, 2003:12). Mixing the methods is a methodological approach that seems to have gained increasing popularity since the 1980s (Mathison, 1988:13; Greene *et al.*, 1989: 264 Molina-Azorin, 2016:37).

The perceived value of combining both, qualitative and quantitative research methods has developed, as seen in the reporting of research using terms such as integrated, multi-method, or mixed methodologies (Johnson & Onwuegbuzie, 2004, 2006; Onwuegbuzie & Leach, 2005; Leech & Onwuegbuzie, 2007; Creswell, 2003, 2009; McKim, 2017). Linked with adopting a mixed methodology is the notion of pragmatism (McKim, 2017:202). Pragmatism supports the integration of methods, whereby, researchers from different traditions should be able to combine the principles of quantitative and qualitative research in order to get the best research result they can (Mathison, 1988:13; Johnson *et al.*, 2007:125). In contrast with previous approaches discussed earlier, pragmatists would argue that knowledge is a product of human actions, situations, and consequences rather than only antecedent conditions (Creswell, 2003:11). Consequently, research methodologists have affirmed that the use of various mixing of methods (integration, multi-methods, and, synthesis) are all

associated with adopting a philosophy of pragmatism (Creswell, 2003:6; Johnson *et al.*, 2007:125).

Flowing from the above, it can be stated that, a pragmatist position is one where researchers should feel committed to apply any one system of philosophy and ontology, because reality may be best known through utilising many tools of research (Johnson & Onwuegbuzie, 2006:16). This led McKim (2017:213) to conclude that different world views and paradigms can be captured from integrating methods in a single study (Luders & Brandtzaeg, 2014:4; Kura 2014; van Dun, Hicks & Wilderom, 2016:2; Flick, 2017:47; McKim, 2017:213). These insights suggested that philosophical beliefs vary but should not prevent a researcher from utilising contrasting data collection methods, associating qualitative research techniques, such as qualitative interviews, together with quantitative techniques (Johnson & Onwuegbuzie, 2004:15; Johnson & Onwuegbuzie, 2004:15; Guba & Lincoln, 2005:193). Philosophical positions and their attendant methodologies, explicitly or implicitly, hold a view about reality. The reality of the research outcomes, in turn, would determine what can be regarded as legitimate knowledge (Walliman, 2011:15). Creswell (2003:17) and Welman, Kruger and Mitchell (2005:6) highlighted the importance of considering the full range of possibilities for data collection in any study, and to organise them by their degree of predetermined nature of importance to the design. It is in the course of the preceding discussion that, the research perspective approach finally adopted in this study was guided by the following principles, which suggest that:

Research is conjectural (and anti-foundational); absolute truth can never be found; thus, evidence established in research is always imperfect and fallible. It is for this reason that researchers do not prove hypotheses and instead indicate a failure to reject (Creswell, 2003:7);

Research is the process of making claims and then refining or abandoning some of them for other claims more strongly warranted (Creswell, 2003:7);

Data, evidence, and rational considerations shape knowledge (Creswell, 2003:7);

In practice, information is collected through instruments based on measures completed by the participants, or by recorded observations (Creswell, 2003:7);

Research seeks to develop relevant true statements that can serve to explain the situation that is of concern, or that describes the causal relationships of interest (Creswell, 2003:7); and

Being objective is an essential aspect of competent inquiry, and for this reason methods and conclusions must be examined for bias. For example, standards of validity and reliability are important in quantitative research (Creswell, 2003:7).

The utilisation of multi-method research design in management, behavioural and social sciences (Browning, 2006:1326; Cameron & Molina-Azorin, 2011:257; Molina-Azorin, Tari, Pereira-Moliner, Lopez-Gamero & Pertusa-Ortega, 2015:42; Molina-Azorin, 2016:37) is increasingly becoming important because it is claimed to allow for more perspective on the phenomena to be investigated. Molina-Azorin (2016:37) argued that multimethod research has an important role to play in developing business studies, which can enrich the understanding of business problems and complex phenomena. Flick (2017:49) identified that between 1994 and 2003, 232 published research articles made use of both qualitative and quantitative methods. In this study, incorporating a qualitative research method to collect the data was guided by the principles of post-positivist approach that recognises that researchers “conduct research among other people, rather than conducting research on them” (Ryan, 2006:18).

The main aim was to assess the phenomena of employee OC and *Ubuntu*, and the results used to support one another, which then enhanced the validity and reliability of findings (Greene et al., 1989:266; Neuman, 2006:153; Johnson et al., 2007:114). Based on these discussions presented in reference to the research problem (see section 1.6.1), and upon evaluating a range of available methodologies, the research design considerations made the argument for combining qualitative and quantitative research approaches. A post-positivism, mixed-methods approach was adopted to deal with the drawbacks of other singular approaches. The main goal of post-positivism is similar to positivism in that an explanation that leads to prediction and emphasis on cause-and-effect linkages of a phenomena is sought (Creswell, 2003:7; Ponterotto, 2005:129). Within this paradigm, both, qualitative and quantitative research methods can be used (Guba & Lincoln, 2005:193). Therefore, a comment can be made that post-positivist researchers accept that knowledge is fallible because it is shaped by participants' contextual influences, so application of mixed-methods help to reduce this (Levers, 2013:3). This research was built after consideration of the theoretical

arguments represented and reviewed for their conceptual and philosophical attention to inform the key issues addressed in this study's research conceptual model (see Figure 3.5).

As service providers, the South African tourist hotel accommodation sub-sector offered a unique opportunity for understanding the process by which service staff develop OC. South African researchers, such as Rogerson (2010:426), confirmed that the organisation, development, and geographies of the tourist hotel accommodation sub-sector represents one of the neglected research areas of tourism in South Africa. This important sub-sector of South African tourism and hospitality has attracted much less research interest, and focuses on the dependent and independent variables covered in this study, than other sectors of the economy have attracted. A modicum of South African OC relationship studies have been done in other sectors such as education, health care, and information systems (Coughlan et al., 2014; Martin & Roodt, 2008, Jacobs & Roodt, 2008; Coetzee & Rothman, 2005; Strumpfer & Mlonzi, 2001; Roodt, 1997).

In this sense, Johns (2006:386) defined context as “situational opportunities and constraints that affect the occurrence and meaning of organisational behaviour as well as functional relationships between variables”. Recent research highlights that methods cannot be divorced from their philosophical undercarriage (Yilmaz, 2013:312; Smith & McGannon, 2018:103). Post-positivists view knowledge as accumulating through a process of augmentation (Guba & Lincoln, 1998:205). A close examination of extant literature revealed that knowledge about *Ubuntu* (a factor that is argued as influencing employee OC) has emerged to date largely as theory, rarely based on empirical research findings. There is also a scarcity of suitable measurement scales of *Ubuntu*, specifically focusing on management style in a hospitality organisation, tourist hotel accommodation in particular. This deficiency on *Ubuntu* literature suggested that it made sense to commence this research through exploratory qualitative research, which was collected by use of interviewing techniques (Guba, 1990:81; Rodwell, 1998:27; Creswell, 2009:211). The research approach adopted in this study helped govern the use of multimethod research in which both, qualitative and quantitative data are collected to explore the cultural influence of *Ubuntu* on frontline managers' OC and work performance behaviour. The aim was not only about generalisation and cause-and-effect linkages but also to expand the understanding of *Ubuntu* phenomena that

built the development of a quantitative instrument in stage two (see section 4.6) and stage three (see section 4.7) (Creswell, 2003:7; 2009:211; Ponterotto, 2005:129).

The tourist hotel accommodation frontline management context was the focus of this research, which sought to understand frontline managers' managerial OC disposition, and how they behaved towards supporting their employees' internal service, and ultimately their employees' commitment to the organisation and service quality delivery. This involved describing the geographical research site, frontline managers' occupational and demographic context, as well as the relative timing of the research while including the rationale for conducting the research (Johns, 2006:386). Hospitality literature reviews revealed that the rationale for studying the concept of employee OC varies according to the research context (tourist hotel accommodation organisations), which include the nature of work being one of the contextual variables elevating or reducing employee OC (Kandasamy & Ancheri, 2009:334; Choi & Kim, 2012:1022; Zhao, 2016:2428). Rousseau and Fried (2001:3) recommended that researchers should consider whether constructs have the same meaning in the chosen research setting, from whose perspective, and under what conditions the construct should be examined. In this study, it was important to determine what frontline managers perceive or understand employee OC to be in terms of factors contributing to its development or reduction in their staff and themselves and how *Ubuntu* style of management (top management) may influence the behaviour of these managers, in terms of service quality, specifically. The hypothesised relationships of this study's conceptual model in Figure 3.5 were developed from extant literature and are testimony to the application of an *a priori* theory that followed a research strategy that benefitted best from a fixed sequence of steps, requiring use of both qualitative and quantitative approaches (Greene *et al.*, 1989:257; Neuman, 2006:151). Undertaking this research within a post-positivism research approach enabled the initial qualitative research (stages one and two), to support the development of quantitative survey instrument for research stage three (see section 4.7). Such an approach, as adopted here, seems to encourage researchers to ascertain knowledge by modified experimental methods, critical multiplism, and falsification of hypotheses, which include qualitative methods (Guba & Lincoln, 2005:193).

Methodologically, the post-positivist view requires generalisation of findings that highlight real causes of social scientific outcomes that can be determined reliably and validly via quantitative (and sometimes qualitative) methods (Frels & Onwuegbuzie,

2013:186). The approach allows quantitative research strands and qualitative research strands to be integrated in design that addresses the value of combining methods (triangulation, complementarity, development, initiation, and expansion of collected data). The following sections discuss the methods adopted in this research study.

4.3 METHODOLOGY

A cross-sectional survey research design was employed to collect data taking place at one point in time (Du Plooy-Cilliers *et al.*, 2014:149). This methodology was designed to incorporate three stages. These stages entailed, an exploratory qualitative study in stage one, a Delphi method for stage two, and finally, a quantitative survey in stage three (see Figure 4.1).

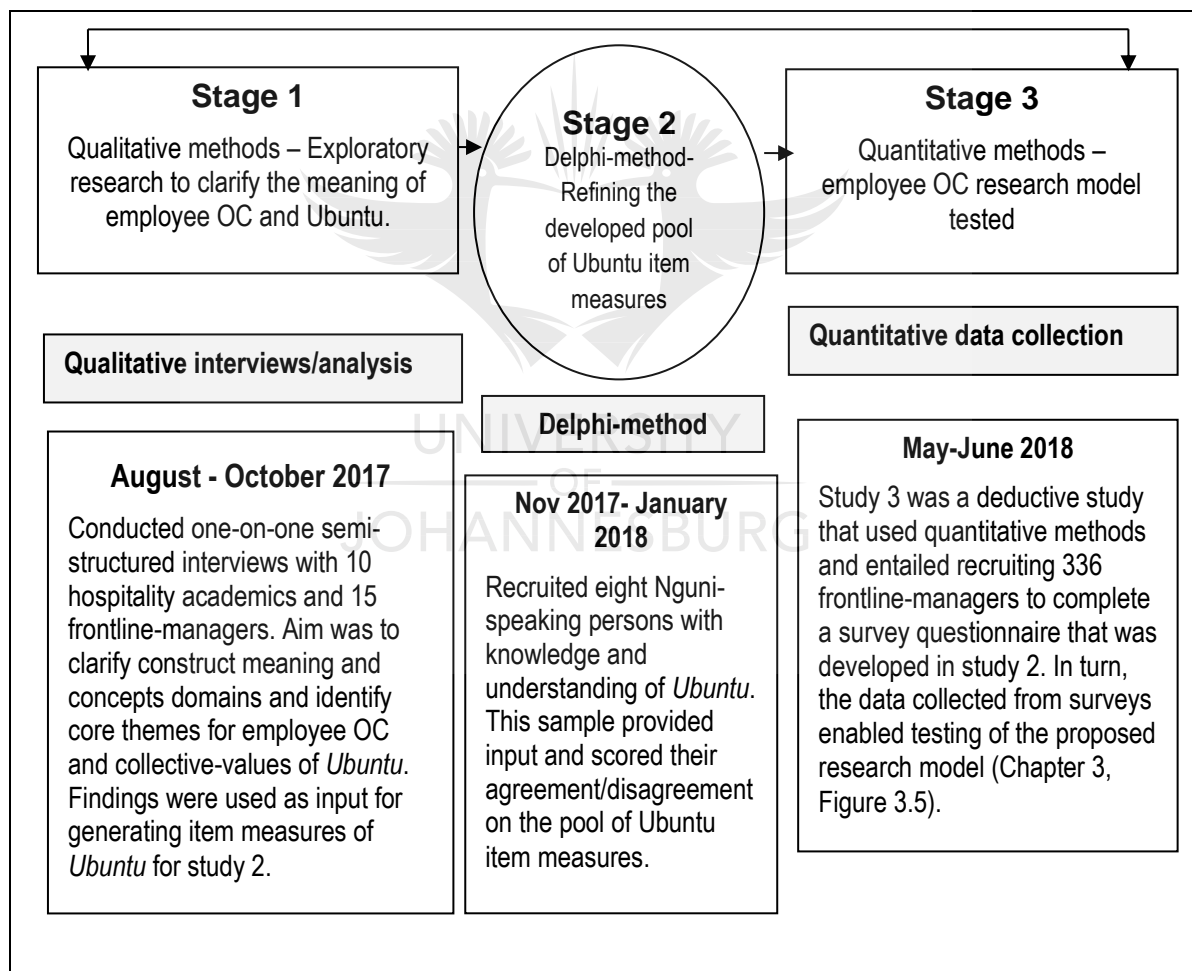


Figure 4.1: Overview of research processes and stages of data collections

In this case, method triangulation was also implemented with the intent to explore the topic of both employee OC and *Ubuntu* with the research participants, embedding the

second form of data that expanded the understanding of these topics through a third stage in which different forms of data were collected from a large sample (Creswell, 2009:206). The various research stages described in Figure 4.1 are briefly explained now, and then developed in more detail in later sections.

4.3.1 Stage 1: Qualitative interviews

Initially, the collection of data entailed interviewing 25 purposively selected (15 hospitality frontline-managers and 10 hospitality academic lecturers and instructors) as research participants, and analysing this data in stage one. Qualitative research is usually categorised within inductive research approaches (Rodwell, 1998:27). An inductive research approach in this research emphasised the exploration of a complex situation/problem (see Figure 3.5) that cannot be easily quantified. It can be defined as "an inquiry process of understanding a social or human problem, based on building a complex, holistic picture, formed with words and reporting the views of informants within a natural setting" (Gay & Airasian 2000:627; Creswell, 1994:2).

Furthermore, qualitative research methods are usually nonlinear and cyclical meaning that, rather than moving in a straight line, they make successive passes through steps, sometimes moving backward and side-ways before moving on (Neuman, 2006:153). By doing this, qualitative researchers can emphasise the trustworthiness of their collected data as a parallel idea to objective standards of quantitative research designs (Neuman, 2006:153). Instead of attempting to convert social life to variables or numbers, qualitative researchers use ideas from the people they study and place them within the context of a natural setting of the research (Neuman, 2006:157; Creswell, 2009:207; Yilmaz, 2013:315; Rodwell, 1998:27). This suggests that interactions between the researcher and the research participants are required so that an understanding of the complex nature of each phenomenon can be gained from the participants (Rodwell, 1998:27). Purposeful sampling is used in qualitative research so that individuals are selected based on their experience of the central research phenomenon (Creswell, 2009:217).

The preceding discussion supports the use in this study of qualitative interviews undertaken in stage one with purposively selected participants (see section 4.5). As mentioned above, these participants comprised two groups considered important for this stage. First, frontline managers who were characterised by the role of interfacing with frontline employees and customers, ensuring consistent service quality delivery.

Second, South African hospitality academics who have insights into the role of OC in the *Ubuntu* management style of hospitality managers in a South African hotel context. Hospitality academics' views about managerial commitment to service quality in the South African hotel accommodation sub-sector were sought to make recommendations on teaching to hospitality students and frontline managers as customers at training institutions (see section 4.5.1).

4.3.2 Stage 2: Delphi method

Delphi techniques have been used because of its ability to assist researchers to arrive at effective decisions in situations that present contradictory or insufficient information in scale development (Hasson, Keeney & McKenna, 2000:1008). A Delphi technique can be viewed as a “method for consensus-building” among a group of experts or knowledgeable participants (van Dun, Hicks & Wilderom, 2016:4). Therefore, the Delphi survey method was implemented in this study for the following reasons, a) the scarcity of *Ubuntu* measurement scales focusing on style of management in hospitality organisations specifically in the literature, b) to test the trustworthiness of existing and new developed *Ubuntu* item measures.

The preceding statements led to the conclusion that a combination of both inductive (through exploratory interviews) and deductive (*a priori* research) methods were required to help refine the *Ubuntu* scale items and test these scales in a hospitality frontline management context. The modified versions of 16 *Ubuntu* items were identified in the literature (Sigger *et al.*, 2010; Brubaker, 2013; Strauss *et al.*, 2016). One of the relevant measurement scales of *Ubuntu*, that has particular relevance to this study, was developed by Sigger, *et al.* (2010:65) and tests a sample of managers in Tanzanian organisations. However, even though the work of Sigger *et al.* (2010) in developing *Ubuntu* measurement scales should be acknowledged, it must be mentioned that some measures, particularly group solidarity, survival, and respect and dignity were not without limitations. The authors of these scales acknowledged that the low Cronbach's alpha scores (0.543 to 0.69) on the above mentioned dimensions were attributed to a) the number of measurement items (11 for each *Ubuntu* dimension), and b) the lack of participants' understanding of the literal meaning of questions (Sigger *et al.*, 2010:24). These authors concluded that a relevant and useful measurement tool for operationalisation of *Ubuntu* practice in the workplace should be developed.

Another measurement scale of *Ubuntu* with a focus on servant leadership was reviewed (Brubaker, 2013:140-143), and the review used to assess content validity of the 10 new additional *Ubuntu* measurement items developed from the qualitative interview insights. The new measures were in alignment with *Ubuntu* constructs (compassion, group solidarity, survival, and respect and dignity) found in the literature. In particular, the six modified versions of compassion measures generated were identified from the compassion measures developed by Strauss *et al* (2016:18). Accordingly, Strauss *et al.* (2016:18) developed their compassion measures based on elements such as managers/co-worker noticing another's suffering, empathy, kindness, caring, mindfulness, common humanity, and/or emotional resonance.

The Delphi method study was implemented in stage two of this study in order to meet the following objectives, which were in full accord with the reviewed literature (Jones & Hunter, 1995:377; Hasson et al., 2000:1009):

- Invite a brainstorming process from a diverse knowledgeable group of participants to provide input and agreement or disagreements on the developed *Ubuntu* scale measures. This was to ensure that all 26 *Ubuntu* item measures were generated in consultation with knowledgeable participants.
- Solicit different views in order to generate a consensus on the part of the selected participants group, which would contribute to the refinement of *Ubuntu* measurement scales.
- Integrate the collection and distillation of informed judgments on the topic and practice of *Ubuntu* within the organisation; and
- Apply any adjustments that might help focus the variable measurements, or impose the limitation of the length and depth of the *Ubuntu* questionnaire statements to strengthen the examination of the practical realities of South African tourist hotel frontline managers.

During the Delphi consensus building stage, eight purposefully selected research participants were invited and requested to provide input as to their agreement or disagreement (see section 4.6.1.1) with the theoretical and empirical statements about variables extracted from the literature, which was relevant to interpreting this study's conceptual model.

4.3.3 Stage 3: Quantitative surveys

The developed quantitative instrument (see Appendix F) was used to collect quantitative data among 336 frontline managers in stage three (see section 4.7). Quantitative research methodology is traditionally based on the positivist approach (Neuman, 2006:151). The method is defined by Creswell (1994:1) as "an inquiry into a social or human problem, based on testing a theory composed of variables". Within this approach, quantitative researchers use post-positivist claims for developing knowledge, by employing experiments and surveys to collect data with predetermined instruments (Creswell, 2003:18). The aim of quantitative research methods is to determine whether the predictive generalisations of a theory hold true, by collecting and analysing numerical data that explain or predict the phenomena of interest (Creswell, 1994:1; Gay & Airasian 2000:627). Altogether, the quantitative approach is based on 'logical positivism', a philosophical approach in the social sciences that relies on a deductive form of reasoning (that is, testing the overall constructs) in relation to the literature (Babbie & Mouton, 2007:49).

In contrast with a qualitative approach, quantitative researchers try to control the human factor by using the language of variables and relationships among them (Neuman, 2006:161). Leech and Onwuegbuzie (2007:559) added that quantitative research is most helpful in "answering questions of who, where, how many, how much, and what is the relationship between specific variables". It therefore, can be said that, quantitative research differs from qualitative research because it stresses objectivity and mechanical techniques, thereby, adhering to principles of replication and standardised methodological procedures, measurements and statistical data analysis and was appropriate for stage three of this study (Neuman, 2006:153; Creswell, 2009:207).

Survey research is a quantitative empirical enquiry that helps explain the attitudes, behaviours and perceptions of humans (frontline managers in this case) whereby data is collected to draw inferences about a group's perspectives (Altinay & Paraskevas, 2008:81). The extensive use of survey questionnaires is common in management, tourism, and hospitality (Walle, 1997:526). In contrast with qualitative research techniques, which focus on depth, a questionnaire instrument by nature is generally broad, and its focus is on breadth. Quantitative techniques are used in this study to collect and analyse large amounts of data of a cross-sectional nature. According to

Altinay and Paraskevas (2008:81), survey research is one of the popular strategic designs within the hospitality and tourism literature. These authors differentiated between two types of survey research: (a) descriptive survey research, which involves specific characteristics of a population, and (b) analytical survey research (Altinay & Paraskevas, 2008:82).

4.3.3.1 *The value of triangulation*

An overview of the value in this research of triangulation as an approach within a post-positivism perspective, is explained, followed by the combining of research methods as the source of collecting cross-sectional survey data is discussed. Thus, more than triangulation, the qualitative instrument fidelity denotes steps taken to maximise the appropriateness and/or utility of the instruments employed in the quantitative research stage (Leech & Onwuegbuzie, 2007:561).

4.3.3.2 *Triangulation*

Using a combination of qualitative and quantitative methods is not rare in OB, economics, and hospitality research. As was explained in section 2.6, this study is shaped by a multidisciplinary approach. Several studies (Lam, Baum & Pine, 2001:37; Browning, 2006:1324; Horng & Lin, 2013:63; Úbeda-García, Cortés, Marco-Lajara & Zaragoza-Sáez, 2014:104; Jung & Yoon, 2016:63) encompassing these various disciplines combined qualitative and quantitative research methods in order to discover and explain the complex phenomena of employee OC. The limitations of *Ubuntu* research identified in the reviewed literature (see section, 3.6.1.1) precipitated the need for *a priori* background research employing an inductive qualitative research approach to gain insight into the nature, scope and constructs of *Ubuntu* (Johnson *et al.*, 2007:115).

It was indicated in section 1.1 that the broad theme of this study was to explore the relationship between OC, and specific organisational and individual-cultural variables such as *Ubuntu* in hospitality service organisations. Building from the preceding discussion on research methods, two sources of information entailing both, qualitative interview and quantitative questionnaire survey data were collected (see sections 4.5.3 and 4.7.3). While acknowledging the arguments about types of research (Johnson *et al.*, 2007:115; Creswell, 2009:8; Yilmaz, 2013:312; Smith & McGannon, 2018:103), the combination of research methods enabled the collection in this research of rich

qualitative data that supported the development of a questionnaire instrument and subsequently, collection of quantitative data. Such a method of study is known as triangulation defined by Denzin (1978:291) as “the combination of methodologies in a study of the same phenomenon”. Neuman (2006:149) views it as the idea of looking at something from multiple viewpoints. These authors advocated that triangulation can take various forms (Denzin, 1978:291; Neuman, 2006:150) including:

- *Data triangulation*: The use of a variety of sources in a study;
- *Investigator triangulation*: The use of several different researchers;
- *Theory triangulation*: The use of multiple perspectives and theories to interpret the results of a study; and
- *Methodological triangulation*: The use of multiple methods to study a research problem.

Item (3) has been addressed in Chapters 2 and 3; items (1) and (4) in this chapter’s preceding arguments, and item (2) was not applied in this research.

Since the quantitative research in stage three was concerned with identifying differences that determine variations among variables through statistical analysis, and why these variations exist (Creswell, 2009:207), this was not the case with the exploration of the phenomena of *Ubuntu* and its influence on work behaviour. The hospitality sector, regarded as this study’s context discussed earlier in section 4.2.2 required particular methodological configurations so that its work characteristics and persons’ activities can effectively be researched (Brotherton & Wood, 2008:4). The quantitative method, which relies on objectivity measured through statistical tools and techniques could not be justified as able to derive rich insights into the causes, processes, and conditions (antecedents) of this study’s phenomena. Therefore, qualitative techniques were used to gather insights into the phenomenon of *Ubuntu*, which can influence frontline managers’ commitment (see section 4.5.1). Techniques associated with qualitative research are highly flexible and provide rich, detailed and expressive data that enables the qualitative researcher to explore meaningfully, an unclearly defined phenomenon (Creswell, 1994:150; Onwuegbuzie & Leech, 2005:375). Commencing this programme of research through a qualitative exploratory research design enabled the meaning of *Ubuntu* (on which there is a paucity of

literature) in terms of antecedents and constructs (see sections 3.6.1 to 3.6.4) to be clarified, and to inform an expanded understanding of *Ubuntu*.

In this study, both methodological and data triangulation were used. This approach is what methodologists referred to as 'between-methods' triangulation (Neuman, 2006:150; Johnson *et al.*, 2007:115), which can be effective at the research design, data collection, and analysis phases of the research process. Based on the reviewed literature and empirical research undertaken in the initial study's stage one to stage three (see Figure 4.1), the advantages of 'between-methods' and data triangulation have been outlined. Theoretically, combining different research methods can serve five broad purposes (Greene *et al.*, 1989:266-68) which encompass the following:

- (1) *Triangulation*: Seeks convergence and corroboration of results from different methods studying the same phenomenon (Greene *et al.*, 1989:266-68);
- (2) *Complementarity*: Seeks elaboration, enhancement, illustration, and clarification of the results from one method, with results from the other method (Greene *et al.*, 1989:266-68);
- (3) *Development*: Entails using the results from one method to help inform the other method (Greene *et al.*, 1989:266-68),
- (4) *Initiation*: Involves discovering paradoxes and contradictions that lead to a reframing of the research question (Greene *et al.*, 1989:266-68); and
- (5) *Expansion*: Increases the breadth and range of inquiry by using different methods for different inquiry components (Greene *et al.*, 1989:266-68).

Method triangulation was a useful approach used to explore the phenomenon of *Ubuntu* and the influence of OC and service behaviour. Combining the research methods helped to expand an understanding of the meaning of the phenomena of the study (Johnson & Onwuegbuzie, 2004:19). It also ensured that commencing with qualitative data collection and expanding on qualitative findings, a new measurement instrument was developed (Creswell, 2009:212). Therefore, the triangulation of methods and data in this study helped explain the attitudes, behaviours, and perceptions of frontline managers (Altinay & Paraskevas, 2008:81). The next section presents the specific research design strategy, followed by the research context, sample, and data collection methods. The research design provides a framework for the collection and analysis of data and subsequently indicates which research methods

are appropriate. Two types of research designs, including exploratory and descriptive are combined in this study, not just the variables of interest, but also, frontline managers and hospitality academics as humans (Walliman, 2011:13).

4.4 Geographic research focus

Frontline managers from the South African tourist hotel accommodation sub-sector of hospitality are the employees who manage other frontline employees providing hospitality services to customers on a daily basis (see section 3.1). South Africa is geographically very large (Figure 4.2) and frontline managers as participants from all nine provinces were included.



Figure 4.2: South African geographic map indicating provinces where research participants were included

Source: South African Tourism (2011:17)

4.4.1 South African hotels considered for inclusion

The tourist hotel accommodation sub-sector in South Africa consists of multi-national and multi-international hotel brands as well as privately owned hotels. These various hotel brands provided a unique environmental context in terms of diversity related to

size, star rating, number and type of employees, scope and scale of functions, and fiscal positions (Petzer & Steyn, 2006:165). Of the multi-international owned-hotel companies, international brands include Accor Hotels, Hyatt, Hilton hotels, Legacy Hotels & Resorts, Rezidor Hotel, and Sheraton groups (PwC, 2011:6; Rogerson & Kotze, 2011:13529; Taal, 2012:5). For this research, South African owned hotel groups of companies were considered as likely to have frontline managers aware of the *Ubuntu* culture. A list of South African tourist hotels to be targeted to participate in the research was developed by visiting hotel chain websites featured at four tourism entities, namely:

- (1) *South African Tourism, Tourism Grading Council of South Africa (TGCSA)*: <http://www.tourismgrading.co.za>,
- (2) *CATHSSETA*: <http://www.cathsseta.org.za>;
- (3) *Trip-Advisor*: <http://www.tripadvisor.co.za>; and
- (4) *South African Tourism, Lilizela awards*: <https://www.lilizela.co.za>.

Those hotel chains finally chosen for the research as being South African owned and having a presence in each of the nine provinces included:

- *City Lodge*: www.clhg.com;
- *Tsogo Sun Holdings*: <https://www.tsogosun.com>;
- *Sun International*: www.suninternational.com;
- *Protea by Marriot International*: www.protea.marriott.com; and
- *Bon Hotels*: www.bonhotels.com.

Table 4.3 provides a detailed list of these five South African hotel chains providing a wide range of organisational characteristics that suggested the hotels were big enough to have specialised frontline managers for housekeeping, food and beverage and front-desk (see section 4.7.1 on why some hotels were not suitable for inclusion). The characteristics that were used to select the five hotel chains were, number of hotels in the chain, number of guest rooms, star grading (differentiating service levels) and, employee numbers.

Table 4.3: The characteristics of targeted population of hotel groups

Hotel groups	Number of hotels in the chain	Total rooms	Number of Employees
1. City Lodge	52	6 834	1 573
2. Protea hotels by Marriott International	91	9 609	7 900
3. Bon hotels	17	Not provided	Not provided
4. Sun International	17	3 117	2 200
5. Tsogo sun and Southern sun group	95	14 500	12 847
Total	272	34 060	24 520

Source: Adapted from annual reports on websites of hotel groups (2016)

Generating the list of South African tourist hotel group of companies in Table 4.3 made it possible to demarcate the location and the number of hotels per hotel group that agreed to participate in this study. The next section will deliberate on the final number of universities, hotel groups and hotels that formed part of this research, as well as the research participants purposefully selected for qualitative stage one, and quantitative stage three of this research.

4.5 STAGE 1: QUALITATIVE INTERVIEWS

4.5.1 Participant types

Although the five hotel groups (see Table 4.3) that initially agreed to participate in the research, three of these hotel groups later rejected being part of stage one of the research. Ultimately, two South African hotel groups agreed to be involved, four hotels for the first, and three hotels for the second hotel group. Similarly, the location of each of the four public universities from which the 10 academic participants were drawn is shown in Table 4.5.

The next section explains the selection process of the participants for the qualitative study, which included:

- A convenience sample of 15 frontline managers from two hotel groups, with a total of seven hotels: three three-star, three four-star and one five-star graded tourist hotels (see section 5.1.1); and

- A purposive selection of 10 hospitality academics from four universities in South Africa (see section 5.1.1).

For both tourist hotels and academic hospitality departments, the invitation letter (see Appendix G) described the goal of the research and requested one-on-one interviews to qualitative data using an interview schedule. Access to knowledgeable individuals with the following characteristics was requested:

- Willingness to participate and contribute voluntarily to the study;
- Working in a South African tourist hotel or in a university offering hospitality management programmes;
- Ability to speak any one of the indigenous African-Nguni languages and/ or knowledgeable about the concept of *Ubuntu*; and
- Employed for more than 12 months in the South African tourist hotel industry or university offering hospitality management qualification, to ensure intimate knowledge of customer service in the South African hospitality industry.

Purposeful selection of participants (Tables 4.4 and 4.5) with the required experience allowed intricate insights and diverse views into the phenomenon and ensured an answer to the research question (see section 1.6). Initiating permission for interviews and the survey to be done at the hotel chain required that contact be first made with the head office of the hotel group. Upon obtaining permission from head office, invitation letters were sent via email to general managers, and group operations directors. The types of frontline manager in a hotel are broad, so in order to gather diverse perceptions of frontline employee OC, managers from front office, housekeeping, restaurants, and banqueting/conferencing were the identified participants. The hotel was requested to supply 15 frontline managers with specific participant types to represent the variety of hospitality accommodation frontline managers, i.e.: front office (F/O), food and beverage (F&B) and housekeeping (H/K). Esterberg (2002) recommended a sample size of 12 as adequate for generating themes in exploratory analysis, in this research a sample of 15 frontline managers was secured for qualitative stage one research as shown in Table 4.4.

Table 4.4: Cities with hotels for frontline manager interviews

Job titles of participants	CITIES WHERE INTERVIEWS WERE CONDUCTED WITHIN THE HOTEL CHAIN					Total
	Port Elizabeth and Port Alfred	Johannesburg and OR. Tambo International Airport	Durban (Umhlanga Ridge)	Nelspruit/Mbombela	Cape Town and Waterfront	
Frontline managers (also known as: Supervisors, assistant managers and managers)	2	2	4	2	5	15

In terms of the 10 academic hospitality lecturers/instructors described in Table 4.5, invitation letters requesting permission for academic staff to participate were sent to the heads of academic hospitality departments (see section 5.1.1). The participants were involved in hospitality teaching and/or researching, hospitality/service management, and/or professional cookery and restaurants, and hotels run by the universities.

Table 4.5: Cities with universities for hospitality academic interviews

Job titles of participants	MAJOR CITIES WHERE INTERVIEWS WERE CONDUCTED WITHIN UNIVERSITIES				Total
	Port Elizabeth and Port Alfred	Johannesburg Auckland Park	Nelspruit/Mbombela	Cape Town and Waterfront	
Hospitality academics (Service management, professional cookery and restaurant instructors)	2	2	3	3	10

4.5.2 Qualitative ethical considerations

During stage one of data collection, it was ensured that the nature and purpose of the research was verbally explained to all the participants before beginning the interviews in that:

- Participation was voluntary and confidential;
- Interviews would be conducted in a private location, where the interview discussion cannot be heard;
- Participants were informed that all recorded interview data would be kept in a secure location where it cannot be seen by anyone other than the researcher.
- Information about individual participants would not be discussed with other employees;
- Total anonymity was guaranteed; no names, reference to them and their organisation, or anything that could incriminate them would appear in any publications forthcoming from the study;
- Direct quotations/information identifying participants, interview transcripts and the organisation would either be under a pseudonym (unique identifier), e.g. hotel 1 or university 1, and interviewee 1 (reflected in this research as H1, U1, or I1 respectively) depending on the context;
- Provided information would not be given to any third party, unless otherwise required by the laws of South Africa;
- The final doctoral study was to be made available in the University of Johannesburg library; and
- No incentives (rewards) were offered for participation in the study.

An informed consent form (Appendix H) explained to participants that they could:

- Choose not to participate without penalties; and
- Withdraw participation at any given time.

The informed consent process focused on the protection and rights of research participants. A semi-structured, open-ended interviewing technique was used in order

to provide a greater understanding of the nature and scope of *Ubuntu* and its role in management to improve service quality. Studies by Frels and Onwuegbuzie (2013:188), and Smith and McGannon (2018:102) expressed that qualitative interviews represent one of the most common ways of collecting data in qualitative research, and provide opportunities for the collection of rich data. Interviewing participants in this study provided depth and richness in terms of answering the research questions from different perspectives (Babbie & Mouton, 2001:249).

A basic definition of a qualitative interview was provided by Babbie and Mouton (2001:643) as “data collection encounter in which one person (interviewer) asks questions of another (a respondent)”. According to Frels and Onwuegbuzie (2013:188), interviewing can be seen as a natural form of inquiry in the field. In this multiple method study, interviewing was used as a vehicle for exploring the patterns of *Ubuntu* that frontline managers and academics perceived as positive/negative organisational practices, and the features and experiences that were associated with the constructs identified in Chapter 3 (Figure 3.4), and would influence OC.

The collection of qualitative data in this research followed the following steps:

- (1) Creating the interview guide from the literature;
- (2) Recruiting participants; and
- (3) Collecting the data.

The development of the interview guide, the procedure of collecting and analysing the qualitative data, comments about the role of the researcher, along with reliability and validity considerations are described.

4.5.3 Interview guide

The data collection through semi-structured interviewing entailed taking frontline managers and academics’ responses through predetermined topics and issues that were captured in a pre-prepared interview scheduling agenda (Esterberg, 2002; Brod, Tesler, Christensen, 2009:1265). The structure and the content of the qualitative interviews, based on the above guidelines, encapsulated:

- The researcher’s prior knowledge of potential domains/areas of interest;

- The literature review regarding the issues of interest; and
- The reviewer's opinion and input regarding the issues of interest.

Based on what Corbin and Strauss (1990:17) called theoretical sampling, the interview guide in this study included key topics and a list of possible probes developed from the literature, which aimed at following up on participants' responses and eliciting additional information or clarification (Brod *et al.*, 2009:1266). Theoretical validity can be achieved in this way (Onwuegbuzie & Leech, 2005:9) such that the theoretical concepts derived from the literature helped to guide the collection of the data from the research participants. The interview guide was then evaluated against the statements or categories arising from the interview data (Corbin & Strauss, 1990:17; Brod *et al.*, 2009:1271).

The interview guide (see Appendix I) crystallised the factors and features that were domains of interest in this study as reported by the research participants. This process further ensured that the items used in the interview guide had high content validity. For example, the categories that emerged from the data, including quotations (see Chapter 5), showed that the generation of items and their content domains used the language of the research participants, and directly reflected the content of their qualitative statements (Corbin & Strauss, 1990:17; Brod *et al.*, 2009:1271). Following the sampling guidelines of Brod *et al.* (2009:1267), a stratified purposeful sample of research participants, known as a quasi-stratified homogeneous sample, was recruited to represent a range of cases that demonstrate variation on both dimensionality and within a common group. This was to ensure that differing views across provinces and cities could emerge (see section 4.5.3.1). The sample was characterised by personal characteristics: age, gender, various Nguni languages, knowledge of the *Ubuntu* concept, and work environment characteristics, such as job roles, work experience, and geographic context.

4.5.3.1 *Conducting the interviews*

Prior to commencing the face-to-face interviews, telephone calls were made to each of the 25 participants and the goals of the field research were explained (see Tables 5.1 and 5.2). In this process, participants were once again given assurance that:

- Participation in the study was completely voluntary;

- All interviews would be treated confidentially and the recordings would not be included in the outcome of the study;
- Total anonymity was guaranteed; no names, reference to them and their organisation, or anything that could incriminate them would appear in any publications forthcoming from the study; and
- Instead of using a name of the participants or organisation, direct quotations would be either under a pseudonym, for example, a hotel would be coded as H1, university as U1, and I1 or I2 would stand for interviewees, depending on the context.

The interviews took place from August to October 2017 each lasting between 30 and to 90 minutes, on average 45 minutes. Interviews took place mostly at the location choice of the participants, where they felt comfortable to express themselves. With the permission of the research participants, a digital recorder (voice tracker) was used to record all 25 interviews, and transcribed verbatim into Microsoft Word™ format (see sections 5.1.1 and 5.2). A note pad was kept throughout the interviewing process resulting in the field notes and memos used for complementing the recorded interviews. These field notes were included in the transcripts as points of clarity when needed. The order of the topics and probing varied according to the participant's responses to the questions, which helped determined the flow of the interview discussions thus, following up on areas that needed clarity. The researcher commenced with the interviews by opening with a familiar topic, asking for work background and the experience of the participant with the organisation/institution. This strategy helped to alleviate any anxiety that the participants might have felt prior to introducing the more sensitive topics. The interview then progressed using the interview guide as a loose framework (Brod *et al.*, 2009:1266).

Interviews took place mostly during normal working hours (08:00 to 17:00), in quiet and convenient locations in participants working environment where they felt comfortable to express themselves. Furthermore, all interviews were conducted simultaneously. This process helped assess how the research participants differed in their understanding of *Ubuntu*, the influence on management of frontline employees, and service quality training. Like frontline managers, hospitality academics are involved in the training and researching of frontline employees' developmental attributes and the required attitudes in service delivery situations. Therefore, soliciting insights from

hospitality academics was as important as obtaining insights from frontline managers on this topic.

Based on the above, each interview was treated as unique as possible giving each participant the opportunity to talk freely about his or her experience and encouraging them to provide examples of incidents and events that might be of importance to the discussion. If the research participant said he/she was unhappy with how they were treated by managers or the organisation/institution, then the researcher would probe asking if participants could remember a recent incident with regard to that specific treatment that made him/her unhappy. Overall, flexibility was considered the most important factor as interaction with participants was only to guide the discussion topics thereby allowing them to do most of the talking (Rodwell, 1998:27).

During the interviewing discussion, questions like 'how would you expect your manager to see him/herself as part of a team', and 'how would a stranger be shown *Ubuntu* in their workplace' were explored. In responding, participants were requested to tell a story or relate responses to a previous situation that represented their responses to these questions. In this sense, the story telling was incorporated to explore the practical meaning and elements that make *Ubuntu*. Storytelling involves events and characters, what the characters say and do, and signifies the way the story is told as the mode established by Koch (1998:1182). Storytelling in this research coincided with the recommendations in the literature suggesting that the generation of African knowledge, particularly, that of culture should be developed through African ways (Kamwangamalu, 1999:27; Nussbaum, 2003:22; Newenham-Kahindi, 2009:93). Ultimately, some stories of *Ubuntu* reconnecting with previous research emerged during the data analysis showing new patterns and trends of *Ubuntu* that may help practitioners to rethink management of organisations operating in Southern Africa where the majority of people represent Nguni speaking ethnic groups.

The advantage of incorporating storytelling in this research was to uncover existing organisational problems in terms of where managers, as leaders of tourist hotel accommodation and academic hospitality departments of universities, have gone wrong and how this could help inform social policy development (Koch, 1998:1182). As a result, a better understanding of the context in which frontline managers and academics' meaning was created. Finally, the third section in the interview guide explored additional areas of research interest about other issues not captured in

section B of the guide. The interview discussions ended when no additional new information was forthcoming (Esterberg, 2002).

4.5.4 Data analysis

The first step in the analysis process was loading Atlas/ti (statistical software), version 8 (Archer, Janse van Vuuren & Van der Walt, 2017). After listening to the voice recorded interviews, reflecting on their content, each individual interview was transcribed into a Microsoft Word™ document and imported into Atlas/ti. (Ruona, 2005:130; Leech & Onwuegbuzie, 2007:562). The second task was reading and re-reading the transcripts, jotting down impressions of what the transcripts inferred against the background of literature reviewed (Basit, 2003:145; Ruona, 2005:130). The deeper and richer the understanding of the interview transcripts became, the more ideas and patterns (based on what was seen in the data at thematic level) emerged from the data.

As the process unfolded, time away from the data was spent writing and reflecting on the list of categories that kept emerging in an attempt to understand the intricacies of the data (Ruona, 2005:130). Each chunk of data was labelled with a descriptive code and compared with each new chunk so that similar chunks of data could be labelled with same code. This process was very iterative. Once all data was coded, the codes were then grouped by similarity, thereby helping to identify the themes (Leech & Onwuegbuzie, 2007:562). The outcome was the development of a long list of preliminary codes in a Microsoft Excel™ spreadsheet as the beginning of the process of developing themes through template analysis (Brooks, McCluskey, Turley & King, 2015:203). The researcher was aware that influencing the data analysis process in any way should be avoided. Any speculations were kept to a minimum (Ruona, 2005). To minimise bias, two procedures were performed. The first conformed to the qualitative data analysis (Ruona, 2005:183-4), while the second ensured descriptive validity and interpretive validity (factual accuracy of the account documented by the researcher). This was attained through supervisors and statisticians acting as member checkers (Onwuegbuzie & Leach, 2005:9; Leech & Onwuegbuzie, 2007:565). During the categorisation process, efforts were made to ensure that the final list of categories was in accord with the guidelines identified by Ruona, (2005:183-4) suggesting that categorisation must be:

- *Reflective*: Meeting the purpose of the research and answering the research questions;
- *Exhaustive*: Placing all data that were important or relevant to the study in a category or sub-category;
- *Mutually exclusive*: Fitting each unit of data into only one category, and if the same unit requires more than one category, then more conceptual work should be considered in order to refine the categories;
- *Sensitising*: Naming of the category has to be as sensitive as possible to what is in the data; and
- *Conceptually congruent*: Characterising all categories at the same level of abstraction.

A combination of interrelated data analysis procedures, including classical content analysis and constant comparison (Ruona, 2005:130; Leech & Onwuegbuzie, 2007:562; Soltani, Van Der Meer & Williams, 2008:1404), as well as template analysis (Crabtree & Miller, 1999:167; Brooks *et al.*, 2015:203) and the approaches recommended by Strauss and Corbin (1990:12-14) were performed in this research. Each of these is explained, and its application, to analyse the qualitative data in this research, is described.

The coding in this research began by following level one and two codes. In level one, each chunk of data was labelled with a descriptive code and each new chunk compared with the previous code so that similar chunks of data could be labelled with same code. This process entailed the use of template analysis as mentioned previously. According to Crabtree and Miller (1999:167) template analysis involves the development of codes following an initial exploration of the data in a crystallisation or editing organising style. Brooks *et al.* (2015:203) supported this view, indicating that the technique is usually used to analyse interview transcripts where themes are developed, from which more extensively rich data are found.

Template analysis was used in this study in conjunction with other approaches as the beginning of coding once the transcribed interview data was explored. For instance, constant comparison analysis began by reading through the entire data sets and then placing the chunked data into smaller meaningful parts (Ruona, 2005:130; Leech & Onwuegbuzie, 2007:562). Then, the qualitative content analysis (QCA) was employed

primarily to analyse the determinants of frontline managers and academics' OC in a deductively predetermined coding scheme. As mentioned in section 4.2.1, the determinants and consequences of OC are well established in the literature and therefore analysing the emerging data from the domain of these phenomena of interest suited a more structured procedure that leans toward a theory-guided approach. Like constant comparison, QCA follows a deductive approach and is frequently used in qualitative data analysis and makes inference by objectively and systematically identifying specified characteristics of texts (Bosit, 2003:144; Leech & Onwuegbuzie, 2007:565; Onwuegbuzie, *et al.*, 2009:6). This study also employed QCA to systematically quantify the developed categories particularly those associated with motivational and de-motivational drivers of frontline managers and academics' OC, as they emerged from the interview data (Stemler, 2001; Leech & Onwuegbuzie, 2007:565).

The next approach was the one recommended by Corbin and Strauss (1990:12-14), used mostly in analysing the data about the phenomena of *Ubuntu*, based on the contextual text provided by the research participants. The views, experiences, and patterns of *Ubuntu* domains, as they emerged from the qualitative statements of the research participants, were analysed through the following coding step-procedures (see Figure 4.3):

- *Step 1 – Opening coding:* This process entailed careful inspection of the data with the goal of breaking it into useful meaningful units (Strauss & Corbin, 1990:12; Onwuegbuzie, Dickinson, Leech & Zoran, 2009:5). In this process, conceptual labels were developed from the units of data representing events, actions, interactions, and emotions, which were then compared for similarities and differences (Strauss & Corbin, 1990:12; Brod *et al.*, 2009:1269). In turn, these labels were grouped together into categories and sub-categories. Keeping this in mind, each of the labelled codes was re-evaluated in order to flesh out the dimensions and properties of the category. This suggested that each of these categories had a property of type, which was further broken down into subtypes (Corbin & Strauss, 1990:12). In this instance, some actions or comments from the participants were noted and labelled, for example: “*Communism*” under *Ubuntu* phenomena and then labelled the subtype as “*sharing with others or my child is your child*”. Once the above categories and

their properties were identified, the next observation entailed looking closely at instances of each and taking note of different kinds and what types and so forth.

- *Step 2 – Axial coding:* The categories developed in step one were connected to their sub-categories and assumed to be tested against the data (Corbin & Strauss, 1990:13; Brod et al., 2009:1269). These connections between the categories were made by ensuring that each represented the concepts under study. Further development of categories took place by looking for indications of them in the data (Strauss & Corbin, 1990:13). During the analysis, context in terms of which emerging category is carried out was scrutinised to determine the conditions that gave rise to the category through which it occurs.
- *Step 3 – Selective coding:* In selective coding, all categories are unified around a core category, which represents the central phenomenon of the study (Corbin & Strauss, 1990:14). The step involved conceptualising the findings in a few sentences, explaining the essence of the events or interactions, and explaining the variation between and among the categories. In this sense, one or more themes that express the content of each of the groups of categories can be developed as the essence of what is investigated (Corbin & Strauss, 1990:14; Brod et al., 2009:1269; Onwuegbuzie, et al., 2009:6). Upon grouping all the categories that emerged during open and axial coding, studying all 25 transcripts and summaries repeatedly, and links were found between 47 categories. These were consolidated to result in 22 categories. At this point, a network relationship was produced to make sense of the links between the categories (Bosit, 2003:147). Once again, the transcripts were perused before requesting two independent reviewers for comments and input into the data networks. Illuminative quotations from the transcripts were highlighted and studied against the 22 identified categories. Arising from this, the categories were found to be connected with one another and were grouped according to similarities and differences, which captured both negative and positive elements that were condensed culminating in two core themes:
 - (1) *Societal changes – Letting go of old-ways:* Research participants tended to reflect on distinctive dimensions during the interviews. They reflected on the relationship between managers and subordinates, because they need each other, the success of managers depends on people working for them, and not getting views of employees on how to improve work. Furthermore,

separation as a move from unity, where managers tend to create space and distance themselves from teams, to individualism, allowing the team to attend to cultural activities and making arrangements without deducting from their salary. Some participants indicated that *Ubuntu* is sometimes perceived as a culture associated with African people. These reflections indicated that different people associate views on organisational practices based on their experiences, where they are in their career in the organisation, and to what views they are accustomed.

- (2) *Belongingness – I am because you are*: The research participants were very unapologetic about managers who were distancing themselves from junior managers and staff alike. They tended to emphasise their expectation that top management have to be team players, must be close to staff; thus, being there physically and emotionally. These reflections were consistent with slogans identified in the literature like *Umntu ngumu-ntu ngabantu*. Although this 'united front' view does not necessarily mean that each research participant promoted the supremacy of *Ubuntu*, they knew full well that creating and maintaining unity and social relationships is a process that is complex (due to different cultural backgrounds), multi-faceted, and taxing. Therefore, for the findings to be meaningful in the context of the South African organisation, an understanding of these perspectives is crucial, as this contextualises perceptions of and feelings towards their experiences of *Ubuntu* in practice.

The combination of these various analytical coding procedures helped explain the qualitative findings in terms of what they really meant, and what was important or less important (see Chapter 5). It is also worth mentioning that data gathering, which meant continuously referring to the transcripts and field notes, was not concluded before analysis began and ended. The analysis was an all-encompassing activity that continued throughout this qualitative research process (Basil, 2003:145). The emergence of the two categories in this analysis facilitated the nuance of theory grounded in the data. Thus, as Corbin and Strauss (1990:13) advocated, explaining a theory, each category or subcategory must have conceptual density. The overall picture presented by this qualitative research portrayed *Ubuntu* as a Southern African heritage that promised belongingness, togetherness, and communocracy. Thus

Ubuntu is also seen as an ethnic culture with a stigma that suggests practicing an ancient wisdom in a modern society may not be the same, as put by Louw, (2002).

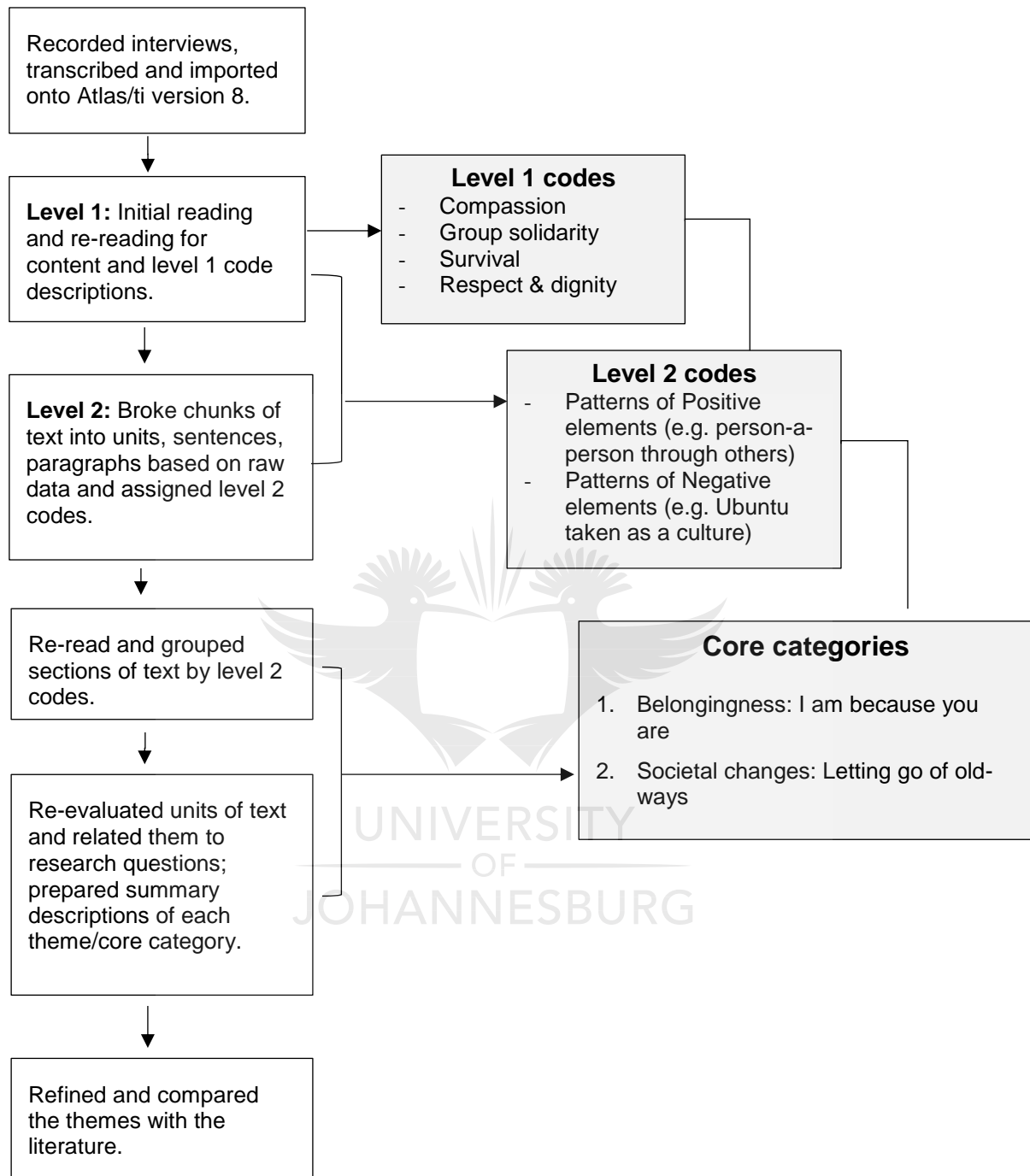


Figure 4.3: The flow chart of rigorous data analysis process

4.5.5 Trustworthiness

This section reveals the reflections on trustworthiness and the role it played in the collection and analysis of the qualitative data. This coupled with the ontology from which the problem investigated in this study was based, highlighted the fundamental importance of how the epistemology may have affected the researcher's position (Ryan, 2006:18). Carlson (2010:1103) highlighted the importance of disclosing assumptions, and aspects of a researcher's background and biases as components that could influence interpretations made about the results. Delving into the ontology and epistemology upfront in this study emphasised the importance of the connection between the researcher and the research participant as human. The researcher's reflectivity and recognition of a significant influence on the development and engagement of the participants, precipitated the need to be transparent about this influence (Carlson, 2010:1104). This study incorporated both qualitative and quantitative data sources. As these methods have different ways of ensuring honest and truthful research, the researcher was acutely aware of his involvement and influence in all three-stages of this multiple-method research.

Several previous studies (Johnson & Onwuegbuzie, 2004:16; Ryan, 2006:18; Neuman, 2006:153; Carlson, 2010:1103; Smith & McGannon, 2018:102) emphasised the existence of ethics, personal biases and dishonesty in research, which can potentially influence a researcher's interpretation of the results. According to Johnson and Onwuegbuzie (2004:19), results are more easily influenced by the researcher's personal biases and idiosyncrasies. These authors argue that a researcher may miss phenomena occurring because of the focus on theory or hypothesis testing. Carlson (2010:1103) on the other hand, noted that qualitative researchers mindfully employ a variety of techniques to increase the trustworthiness of the research they conduct. This is to ensure that researchers do everything possible to ensure the collection and analysis of appropriate and ethical results.

Studies by Creswell and Miller (2000, cited in Carlson, 2010:1105), recommended several procedures to address trustworthiness in qualitative research. Accordingly, these include, member checking, which may include the researcher, the participants, and the external readers of the final research report. Smith and McGannon (2018:102) affirmed that member checking, which they call 'respondent or participant validation',

involved the participants of a research project assessing the trustworthiness of research in terms of validating the credibility of qualitative data and results.

Only the researcher was involved in the data collection and analysis, making it difficult to keep the objectivity that is usually required by research such as this one. However, it was acknowledged by Neuman (2006:153) that while qualitative researchers may work alone, it is easy for others to know about the evidence. The process of data collection and analysis in this research presents evidence, which includes the study of human beings in a research setting, as well as written notes, quotations, and comments by the researcher (Neuman, 2006:153). Thus, to overcome the limitations of each method of data collection, the researcher's study promoters (supervisors) provided constant critical feedback in this research, including the data collection tools and material, before taking to the field. The researcher involved professional colleagues as independent reviewers in order to provide critical comments during the research process; as part of verifying the evidence (Neuman, 2006:153), member checks were also performed in this study.

Consistent with qualitative studies (Ryan, 2006:18; Leech & Onwuegbuzie, 2007: 565; Creswell, 2009:191; Carlson, 2010:1105; Smith & McGannon, 2018:102), member checks in this study entailed providing each of the participants with the interview transcripts before content analysis was undertaken asking them to verify the accuracy of their own words in the transcripts. Smith and McGannon (2018:102) maintained that, by making the results available to the research participant and then asking them to provide input on whether the data accurately reflected their experiences, helps not only to provide quality control, but also to obtain credible research findings.

A second stage of checking then took place after content analysis. The researcher invited two professional colleagues, who were familiar with the goals of this research and had worked in hospitality environments, to act as peers. These colleagues independently reviewed the content analysis and interview transcripts to see if they agreed with the categories of themes and concepts derived (Creswell, 2009:191). The importance of reading the descriptions of the categories so that they can assess their accuracy against the interview transcripts was emphasised (Leech & Onwuegbuzie, 2007:565). These two stages helped maintain trustworthiness during the transcription and analysis processes.

4.6 STAGE 2: DELPHI METHOD

In order to refine and supplement the literature based list of values of *Ubuntu* (compassion, group solidarity, survival, respect and dignity) as key constructs identified by the literature review and the qualitative stage of this study, a Delphi study (see section 4.3.2) was conducted. The main intent was to understand the influence of these key constructs on frontline managers' OC, which was required to measure cause and effect relationships (hypotheses) indicated in the conceptual model of this study (Figure 3.5). These *Ubuntu* constructs are to-date not uniformly defined and quantitatively assessed in the tourism and hospitality management literature.

4.6.1 The development and validation of Ubuntu scale

Delphi techniques have been used because of its ability to assist researchers to arrive at effective decisions in situations that present contradictory or insufficient information in scale development (Hasson, Keeney & McKenna, 2000:1008). A Delphi technique can be viewed as a "method for consensus-building" among a group of experts or knowledgeable participants (van Dun, Hicks & Wilderom, 2016:4). Therefore, the Delphi survey method was implemented in this study for the following reasons, a) the scarcity of Ubuntu measurement scales focusing on style of management in hospitality organisations specifically in the literature, b) to test the trustworthiness of existing and new developed Ubuntu item measures.

The preceding statements led to the conclusion that a combination of both inductive (through exploratory interviews) and deductive (a priori research) methods were required to help refine the Ubuntu scale items and test these scales in a hospitality frontline management context.

While a few studies identified in the literature attempted to measure *Ubuntu* constructs in relation to public school leadership (Mabovula, 2011:43) and servant leadership (Brubaker, 2013:140; Mbhele, 2015:117), these constructs were included in this study to seek an understanding of the operationalisation and behaviour of concepts like management style and compassion in a South African hospitality management and cultural context. A discussion about participants involved in the Delphi study, procedure and data analysis is given next.

4.6.2 Sampled participants

Eight knowledgeable participants entailing academic scholars, writers on *Ubuntu*, and tourist hotel frontline managers were invited. Purposefully selecting the participants to be involved in the Delphi study was based on their experience and theoretical knowledge of *Ubuntu*. The decision for a sample size of eight participants in the Delphi study was a practical consideration, taking into account factors such as time available, number of rounds, and homogeneity of the sample.

Five participants were fluent in Southern Africa Nguni languages (for example, Zulu, Xhosa, Ndebele) through their upbringing and associated culture. This was important in understanding the concept of *Ubuntu*, as *Ubuntu* forms part of the Nguni culture. The remaining three participants had a good theoretical knowledge of *Ubuntu*. Together, the Delphi study participants included six males and two females. Three of them were Xhosa speaking, two Ndebele speaking, one Zulu speaking, and two English speaking, thereby mitigating the issue of bias, and eliciting a wider knowledge base. Employing a sample of between four and six is not rare in Delphi studies. Previous research (Gustafson, Shukla, Delbecq & Walster, 1973:280) used a sample size of four participants, involving two iterative rounds. Nambisan, Agarwal and Tanniru (1999:374) also conducted a Delphi study with six research participants in three rounds. Accordingly, the period recommended for the participants to complete the iterative rounds of Delphi study ranges between one and three months (Okoli & Pawlowski, 2004:10).

4.6.1.1 Procedure, data analysis, strengths and support

The Delphi study took an iterative process of three rounds: The participants were first asked to complete an online survey entailing *Ubuntu* measurement items generated from the literature and exploratory interviews (see Appendix J). The survey included both open-ended, allowing participants to provide input, and closed-ended questions on the most important *Ubuntu* values and behaviours. The method incorporating open-ended questions was used to extract from these participants the behaviours' of effective *Ubuntu* style of management in organisations. Specifically, the closed-ended survey questions listed the key values/constructs of *Ubuntu* generated from the literature and exploratory interviews.

Part of round one was to determine opinions by encouraging the participants to donate as many opinions as possible to maximise the chance of covering the most important opinions and issues regarding *Ubuntu's* practical behaviours (Hasson *et al.*, 2000:1011). During this round, the questionnaire included closed-ended questions including 16 item measures, representing the four *Ubuntu* constructs. Participants were also requested to judge items in terms of quality and length, and their ability to capture the constructs of *Ubuntu* in practice. Moreover, the intent was to assess the extent of agreement (consensus measurement) among the participants, and to resolve disagreement (consensus development) in subsequent rounds (Jones & Hunter, 1995:377).

In each round, participants were asked to spend 15 minutes of their time completing the questionnaire, and return it to the researcher within three days. In the second round participants were requested to score agreements (keep their initial score) with each statement or re-rate the scores based on the new additional 10 items in the questionnaire (1 = total disagreement and 5 = total agreement).

The procedure for applying and reporting on the Delphi survey technique was guided by the recommendations of Jones and Hunter (1999:377). The decision about who to invite to participate entailed a purposeful selection of participants with knowledge of the topic (*Ubuntu*) (Hasson, Keeney & McKenna, 2000). These participants provided input and opinions on the pool of 26 *Ubuntu* item measures used in the final quantitative survey instrument (Appendix F) in stage three. In accordance with the recommendations of Jones and Hunter's (1999:377), this Delphi study took three rounds:

- *Round 1:* The participants were asked to individually review the draft survey *Ubuntu* items. Feedback collected from each of the eight participants entailed obtaining agreement or disagreement, in terms of scoring each draft *Ubuntu* item on a scale of one (strongly disagree) to five (strongly agree), that the *Ubuntu* concept had indeed been well described. In the first round, the aim was for each scored item to have the participant indicate their written opinions on each draft survey item to support their choice of agree or disagree (Hasson *et al.*, 2000). Together, round one consisted of evaluating 16 *Ubuntu* item measures (involving four compassion items, four group solidarity items, four survival items, and four respect and dignity items), generated from the literature

(Sigger *et al.*, Brubaker, 2013, Strauss *et al.*, 2016) and findings emanating from the exploratory interviews in the qualitative stage one. Commentary arising from round one for each *Ubuntu* construct was amalgamated by the researcher and circulated to all participants to consider for round two (Jones & Hunter, 1995; Hasson *et al.*, 2000). It was decided to incorporate 10 new items, recommended by the respondents during round one, for inclusion in rounds two and three as follows: six items measuring collectivism; two new items added to the compassion construct resulting in six item measures for this scale. The last two new items were included in the survival and respect and dignity constructs, one in each. The list of these 10 items is included in Appendix F.

- *Round 2*: In a second online round, the eight participants were given a summary of the first round results to review (collected as described in round one) to reach consensus on how to describe each *Ubuntu* concept.
- *Round 3*: In a third online round, the eight participants were given a summary of the second round results to review (collected as described in round 1) to reach consensus on how to describe each *Ubuntu* concept.

In summarising the three iterative rounds, the response rate, which influenced the strength of support for the newly generated *Ubuntu* scale, conformed to the recommendations in the literature (Jones & Hunter, 1995; Crisp, Pelletier, Duffield, Adams & Nagy, 1997; Hasson *et al.*, 2000). In terms of limitations, two of the eight participants that took part in the Delphi study did not return their responses for inclusion in the analysis of round two and three, resulting, in a response rate of 100 per cent for round one, and 75 per cent each for rounds two and three. Recommendations for response rate within the literature are in the range of 51 per cent to 80 per cent (Hasson *et al.*, 2000). However, Crisp *et al.* (1997) questioned the value of using percentage measures, arguing that the stability of the response through a series of rounds should serve as a more reliable indicator of group consensus.

The scores of the responses provided in all three rounds were captured on Microsoft Excel™ and averages of these scores were used to determine whether the participants agreed or disagreed with each other (see Appendix J). The steps followed for the *Ubuntu* scale development conformed to literature recommendations (Churchill, 1979:66-67; Hinkin, 1995:971). Some of these items were modified versions of existing compassion dimensions in literature with measurement scales already used in other

studies (Sigger *et al.*, 2010; Strauss *et al.* 2016). As a result, through the combination of reviewing the literature and exploratory interview findings, 26 items measuring *Ubuntu* were identified for final inclusion in stage three of the survey (Appendix F). In the final round, the degree of consensus among the participants was assessed as very similar, after which the 10 new items were included. Thus, the process stopped and the results were fed back to the participants, as it was felt the degree of acceptable consensus building had been obtained (Jones & Hunter, 1995). Upon revising and rewording all items, an attempt to select both positively and negatively worded items was made. Finally, 26 measurement items representing each *Ubuntu* construct was set at four each for survival and respect and dignity, and six each for compassion, group solidarity, and collectivism respectively (see Appendix F).

4.6.2 Trustworthiness

During the Delphi study, several procedures to address trustworthiness were followed in accordance with qualitative research (Hasson, *et al.*, 2000:1010; Skulmoski, Hartman and Krahn, 2007:2; Carlson, 2010:1105). In this regard, the following procedures helped maintain trustworthiness during the data collection, analysis, and interpretation:

- Invitation to the purposefully selected participants who had great insight and/or experience on the subject of *Ubuntu* being studied, commitment to set aside sufficient time, good communication to understand what is required, as well as the interest to respond to the Delphi survey questionnaire;
- Participants were informed in writing (see Appendix K) of the purpose of the research (Hasson *et al.*, 2000). Emails were used as the mode of interaction between the researcher and each participant, which afforded quick turnaround times and assured anonymity for the participants to anyone other than the researcher.
- Accepting the invitation, and indicating willingness to participate, the homogeneous, small sample of eight participants made it easy to inform them one-by-one of exactly what they would be asked to do, how much time they would be expected to contribute and the use that would be made of the information they provide. As the communication was restricted between the researcher and the participants, through emails, only the researcher knew about

the participants and participants did not meet or became aware of each other's identity.

- The anonymity of participants allowed them to express their opinions freely, without undue social pressure to conform to others in the research group. The participants did not know each other and only interacted during the feedback process in rounds two and three. In this case, their decisions for supporting or not supporting the behaviours of *Ubuntu* encompassed in the new measurement items were evaluated on their commitment, knowledge, and merit rather than who had proposed the idea.
- The participant's capacity and willingness to participate, round-by-round until the process stopped; where the iteration of the three rounds in this Delphi study allowed the participants an opportunity to refine their views in light of the progress of the results and feedback from other participants in rounds one to three.
- Responses were summarised between rounds and fed back to the participants through a process of controlled feedback, which was repeated until consensus was reached. In this sense, the researcher kept informing the participants of the other participant's perspectives, and provided the opportunity for the participants to clarify or change their views, without influencing them.
- The aggregation of participant's scores (averages), after evaluating *Ubuntu* measurement items, enabled the quantitative analysis and interpretation of the Delphi data, thereby knowing when to stop collecting views from participants.

4.7 STAGE 3: QUANTITATIVE SURVEYS

Frontline service employees at tourist hotel accommodation are important employees in maintaining guest relationships and serving guests at various service points (food and beverage, rooms, and front office) throughout a hotel. These service points always have a managerial presence, in the frontline managers who oversee the service delivery performance of guest contact employees (He *et al.*, 2011:597; Bharwani & Butt, 2012:150). Evaluation of service delivery performance in the context of tourist hotel accommodation is considered very important by international groups that seek to maintain hotel standards globally, and to this end have established a formal global grading system (UNWTO & International Hotel and Restaurant Association (IHRA),

2004:4, UNWTO, 2014:9; Maravic, 2016:65). This means that tourist hotel accommodation group of companies use a number of classification schemes for 'branding' which help them convey to customers an easy way to compare hotels (Narangajavana & Hu, 2008:37). The UNWTO (2014:90) affirms that a hotel accommodation grading system can be regarded as a framework for accommodation providers to market and position themselves appropriately, and to leverage the investments they have made in the quality of their offer of products and services.

South Africa is one of the countries with an official hotel accommodation rating system that is inspected and scored between one and five stars by the Tourism Grading Council of South Africa (TGCSA, 2013:1-3). In stage three, a convenience sample of frontline managers were invited to participate from 97 three-, four- and five-star graded TGCSA tourist hotels from three hotel chains across nine South African provinces.

- (1) Hotel Group (HG 1): 68 hotels were invited to participate and 33 agreed;
- (2) Hotel Group (HG 2): 20 were invited to participate and 19 agreed; and
- (3) Hotel Group (HG 3): Nine were invited to participate and four agreed.

Thus, a final sample of 56 three-, four- and five-star hotels agreed to participate as presented in Table 4.6.

Table 4.6: Total hotels invited and agreed to participate

Province	Hotel Group	3 star		4 star		5 star		Total hotels
		No. of hotels	No. of response	No. of hotels	No. of response	No. of hotels	No. of response	
Eastern Cape	HG1	1	6	1	4	0	0	2
	HG2	0	0	1	7	0	0	1
	HG3	0	0	0	0	0	0	0
Free State	HG1	1	4	0	0	0	0	1
	HG2	1	4	2	15	0	0	3
	HG3	1	4	0	0	1	6	2
Gauteng	HG1	5	18	0	0	0	0	5
	HG2	0	0	2	7	2	6	4
	HG3	0	0	0	0	0	0	0

Province	Hotel Group	3 star		4 star		5 star		Total hotels
		No. of hotels	No. of response	No. of hotels	No. of response	No. of hotels	No. of response	
Kwazulu Natal	HG1	2	8	0	0	0	0	2
	HG2	0	0	2	9	0	0	2
	HG3	0	0	0	0	0	0	0
Limpopo	HG1	0	0	0	0	0	0	0
	HG2	1	4	1	5	0	0	2
	HG3	0	0	0	0	0	0	0
Mpumalanga	HG1	0	0	0	0	0	0	0
	HG2	2	8	2	12	1	4	5
	HG3	1	4	1	6	0	0	2
Northern Cape	HG1	0	0	0	0	0	0	0
	HG2	1	4	2	6	0	0	3
	HG3	0	0	0	0	0	0	0
North West	HG1	0	0	0	0	0	0	0
	HG2	1	4	2	6	0	0	3
	HG3	0	0	0	0	0	0	0
Western Cape	HG1	4	16	0	0	0	0	4
	HG2	0	0	3	19	3	12	6
	HG3	0	0	1	4	0	0	1
TOTALS		21	84	20	100	7	28	48

Although the final number of tourist hotels that agreed to participate in this study was 56, only 48 (212 frontline managers) was the total response received after collection of the survey questionnaire. The 48 hotels that responded positively was not entirely representative of the population of South African hotel groups of, thus, it provided a cross-section of three-, four- and five-star hotels in South Africa, with a level of diversity in terms of respondent characteristics: job scope function (H/K, F&B, Front-desk), and respondent demographic profiles (see section 4.2.2). From these 48 hotels a large

convenience sample of 212 departmental frontline managers providing a response rate of 63 per cent completed the stage three quantitative survey (see section 4.3.3). Previous hospitality research (Horng & Lin, 2013:62; Jung & Yoon, 2016:62) used convenience samples because of the difficulty in obtaining permission from employees identified through random sampling techniques, so convenience sampling allows that every frontline manager approached, who agreed to participate and who fitted the service criteria (H/K, F&B, front-desk), could participate.

4.7.1 Argument for exclusion of one- and two-star hotels

There are differences between one- to five-star hotel accommodation categories. The focus of this study was exploring the commitment levels of frontline managers and their influence on service quality performance. The key service characteristics for one- and two-star graded hotels suggested that these hotel types would not be suitable for this research to gather the required information. Service delivery at one- and two-star graded hotels is very limited, and these establishments infrequently employ managers who are dedicated to assuring frontline service, making these hotels as unsuitable to test service attitudes and behaviour of frontline managers empirically. Although one- and two-star hotel categories require open reception for a maximum 12 hours, staffing is not necessary. Thus, as regards to three- to five-star graded hotels, all reception/lobby areas are required to be staffed 24 hours a day (TBCSA, 2013:25). The TBCSA (2013:27) further suggests that, only three- to five-star graded hotel accommodation requires that they have a concierge and portage for guest luggage. This study's units of analysis entailed departments such as front office, housekeeping, and restaurants (see section 4.3.3), but, servicing of guest room, general housekeeping and in-room dining, is not necessary in one- and two-star graded hotels. In brief, one- and two-star graded hotels do not offer service to tourists and customers, 24/7/365.

According to TBCSA (2013:25), one- and two-star graded hotel accommodation usually offers automated or self-services, including vending machines, and has limited staff interaction with customers. The customer impression of a tourist host (tourist hotel accommodation) requires that it is built from frontline employees and interaction with customers (Kirillova *et al.*, 2014:24). The various limitations of one- and two-star graded hotels resulted in them being excluded from this study. The decision was based

on the assertion that they would not contribute adequately to the goals of this study (see section 1.6).

An examination of frontline managers' attitudes towards customers, perceptions, and behavioural intentions as potential drivers of commitment towards customer service is of critical importance in this study. Since several studies (Leung, Bai, & Stahura, 2015:148; NDT, 2011:6) indicated that the tourist market demands tailor-made products and services, this observation cannot be ignored. The delivery of customer service experience in the context of hospitality emphasises the inseparability of production and consumption that manifests itself in a high degree of interpersonal interface between customers and frontline employees (Bharwani & Butt, 2012:151).

4.7.2 Ethical considerations

Upon obtaining approval from the participating study organisations (see Appendix G, and H) to conduct research, a cover letter explaining the purpose of the study assured participants that their responses would be treated as anonymous. Specifically, the cover letter entailed the following:

- That participation or non-participation in the study would not adversely affect their current employment status;
- Under no circumstances would fellow employees have access to the information provided;
- Made participants aware that they had an option to opt out;
- No incentives (rewards) were offered for participation in the study;
- All collected data would be stored safely;
- By participating in the survey, participants agreed to have their responses used only for this research;
- Total anonymity was guaranteed; no names, reference to them and their organisation, or anything that could incriminate them, would appear in any publications forthcoming from the study; and
- The final doctoral study is to be made available to the University of Johannesburg library.

The sections that follow discuss the process and procedures for collecting and analysing the data as well as an overview of the questionnaire design and data collection.

4.7.3 Survey items

This section explains the procedure for the design of OC measurement scales, a dependent variable and independent variables of interest in this study. The final survey included established measures from literature for HRM practices, JS, POS, work to family conflict (WFC) and internal service quality from which the study could draw suitable scale items. *Ubuntu* scale measures were derived and consolidated in stages one and two of this research.

The steps followed for developing the quantitative measurement instrument scales in this study were guided by the recommendations found in the scale development literature Churchill, 1979:66-67; Hinkin, 1995:971, 1998:108, 2005:163; Holt, Armenakis, Field & Harris, 2007). By following the recommendations of Hinkin (2005:163) specifically, six steps were implemented for developing the measures:

- *Step 1:* Item generation from specific domains;
- *Step 2:* New measures (in this research *Ubuntu*);
- *Step 3:* Item wording;
- *Step 4:* Number of Items;
- *Step 5:* Item scaling to refinement; and
- *Step 6:* Content validity assessment.

Unlike the five steps recommended by Hinkin (2005) step 3 and 4 were combined in this study. In terms of item scaling, several academic item sources as listed in Table 4.7 had varying Likert scale types ranging from four- to seven-point scales (see Eisenberger *et al.*, 1986:501; Babakus *et al.* 2003:278). For the purposes of this study all Likert scales were rated using a five-point rating scale where one was very negative, three was neutral, and five very positive (Aaker, Kumar & Day, 2004: 293).

Numerous existing measures of individual and multi-dimensional constructs represented the types of scales in the OC literature. Constructs like *Ubuntu* are not uniformly defined and measured in the formal academic literature, and were derived

from theoretical *Ubuntu* descriptions in academic literature and stages one and two of this research. The style of item statements used in established scale measurement literature guided the final wording of items used in the survey instrument for this study. Consideration was given to keeping the survey statements short and simple, and using familiar language, similar to that which could be understood by the respondents, thus employing good questionnaire design principles (Churchill, 1979; Hinkin, 1995, 2005). Although it is common practice to use negatively worded scale items, as seen in the literature, no negatively worded items were generated for use in this study. Hinkin (2005:164) argued that the using negatively worded items might reduce the validity of questionnaire responses and introduce systematic error.

The final survey questionnaire encompassed seven constructs containing 97 items (see Appendix F).

4.7.4 Content validity assessment

As a preliminary measure of content validity, OC and service quality performance, and five independent variables, with which both OC and service quality behaviour expected to correlate, were assessed. Strauss *et al.* (2016:19) viewed content validity as the extent to which the domain of interest is comprehensively sampled by the items in the questionnaire. In this study, the content domain of interest was considered HRM practices, WFC, POS, JS, *Ubuntu*, and ISQ as defined in Chapters 2 and 3. Assessing the validity of content and measurement items in this study was also developed in consultation with this study's supervisors, other researchers/academics as independent reviewers, and members of the intended population (see section 4.7.5). Therefore, the validity and interpretation of the meaning of the focal constructs, and their associated sub-factors in this study (Table 4.7), were tested against existing measures of HRM practices, WFC, POS, JS, ISQ, and the new *Ubuntu* measures, which were expected to correlate with affective and normative OC components and ISQ.

Table 4.7: Model main concepts and sources of item measures

Main concepts (factors) test in the research model	Sub-factors to measure	Literature sources
RM practices	a. Selection & recruitment b. Training & development c. Compensation (Fin. rewards) d. Employee retention	(Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002:568; Kim, Leong & Lee, 2005:179; Browning, 2006:1334)
Work-to-family conflict	a. Work interference with family b. Family interference with work	(Namasivayam & Zhao, 2007: 1218; Choi & Kim, 2012:1019).
Perceive organisational//supervisor-support	a. Well-being b. Employee care	Eisenberger, Huntington, Hutchison & Lora (1986:502).
Job Satisfaction (adapted)	Benjamin Rose Nurse Assistant Job Satisfaction Scale a. Satisfaction with communication and recognition b. Satisfaction with teamwork c. Satisfaction with resources	Kiefer, Harris-Kojetin, Brannon, Barry, Vasey, & Lepore (2005:60)
Main concepts (factors) test in the research model	Sub-factors to measure	Literature sources
OC	a. Affective commitment b. Normative commitment c. Calculative commitment	(Shore, Barksdale & Shore, 1995:1615; Labatmediene, Endriulaitiene & Gustainiene, 2007:202).
Ubuntu values	a. Compassion b. Survival c. Respect & dignity d. Group solidarity e. Collectivism	Developed from initial qualitative findings and (literature, Sigger <i>et al.</i> , 2010; Brubaker 2013; Strauss <i>et al.</i> 2016) and verified through Delphi consensus method (see section 4.6.1.1).
Internal service quality	a. Cooperation and commitment-co-workers b. Understanding between value-adding departments	(Hallowell, Schlesinger & Zornitsky, 2002:27; Sharma, Kong & Kingshott, 2016:783).
Service quality performance	Service behaviour – performance	Babakus <i>et al.</i> (2003:283).

As seen in Table 4.7, the adopted scales were included because of their own parsimony and good psychometric properties, and measurement of the OC and service quality performance (shaded blocks), hence they were used to test the model of

hospitality frontline managers' OC in this study's quantitative stage three research. It can be commented that most item measures used in this study were slightly modified versions of that used in the final survey instrument. Item modification of these scales was done in order to enable self-reporting by this study's target sample of frontline managers. This process is consistent with Hinkin's (2005:165) suggestion stating that, if properly conducted; a deductive approach to scale development helps assure content validity in the final scales. This doctoral study's promoters (supervisors) and statisticians were requested to comment on the construct definitions, the suitability of their operationalisation (their dimensions) and the format and length of items used to measure the dimensions. Their feedback was used to modify and refine the instruments. Similar studies, such as Kotulic and Clark (2004:602), used the same process.

However, included in this study were the modified measures adopted from the literature, which were subjected to the inclusion and exclusion criteria implemented by Strauss *et al.* (2016:19). The criteria ensured that the:

- Measured items were stated in English;
- Each item was explicitly defined by its authors as measuring the same construct dimension included in this study;
- Developed measurement scales were obtainable within published research articles or upon request of its authors; and
- Measures were excluded if:
 - they did not assess respondent levels of the same constructs included in this study (That is the variable of interest including HRM practices, JS, WFC, POS); and
 - they used non-questionnaire measures of the same constructs included in this study (That is items not representing the above-mentioned constructs under study).

As a result, all instrument measures used in this study reported Cronbach's Alpha of above the acceptable cut-off level of .70. Previous construct measures scores: POS

(Eisenberger *et al.*, 1986:503) .97, ISQ (Babakus *et al.*, 2003) .94, and HRM practices (Browning, 2006:1331) .91.

4.7.5 Survey administration

An introductory paragraph was added to the survey explaining the main purpose of the research to the participants to encourage their response (see Appendix F), and confirming that their responses would be anonymous (Carlson, 2010:1104). Although financial and other incentives are suggested as effective in increasing the response rate (Kotulic & Clark, 2004:603), the respondents were not offered any reward other than being motivated by the explanation of the usefulness of the survey for management practice. The survey was distributed to the respondents through a courier service company to all nine provinces in South Africa. As result, each questionnaire was accompanied by a cover letter, which requested the respondents to return the questionnaires in a provided reply envelope, coded by the researcher in a manner that made it easy to identify which responses were from which hotel. The survey was distributed to frontline managers as employees from 56 tourist hotels located across the nine provinces of South Africa. The questionnaire was administered over a 10-week period in 2018 (end of May to beginning of July). To enhance the response rate, support for frontline managers completing the survey was obtained from their respective general managers at each of the 56 tourist hotels. The endorsement of this research by these general managers helped enhance the interest and the importance of the research among the participants.

In this study, only the researcher was involved in the distribution and collection of the survey, both email and courier services were implemented in stage three. A total of 336 questionnaires were distributed and 212 were returned resulting in a response rate of 63 per cent. Hair *et al.* (2010:102) recommended a minimum sample size of 50 or larger for studies utilising exploratory factor analysis (EFA) and a minimum of 200, or ratio of 10:1 for confirmatory factor analysis (CFA). Therefore, this study's sample size was large enough to perform the statistical analyses employed.

4.7.6 Data analysis techniques

Considering the nature of the exploratory data collected in this study and the relationship between the method and the research objective, this study used what was relevant to the research questions (see Section 1.7.1) and the developed study

framework in Figure 3.5. The data collected from the cross-section of hospitality frontline managers were analysed to test the construct measures and the hypotheses set out in the conceptual model in Figure 3.5, and the results recorded in Chapter 6. The main data analysis techniques used were factor analysis and Structural Equation Modelling (SEM), as these were the most appropriate data analysis techniques for this type of research. Factor analysis is a “statistical approach that can be used to analyse interrelationships among a larger number of variables and to explain these variables in terms of their common underlying dimensions or factors” (Hair *et al.*, 2010:16).

Factor analysis was also used in this study for testing both convergent and discriminant validity (Hair *et al.*, 2010:91). More than an empirical test of validity, the primary use of factor analysis helped to examine the underlying relationships of a large number of variables, and summarise information (Hair *et al.*, 2010:91). The use of factor analysis in this study was consistent with most OB and hospitality management studies (Paulin *et al.*, 2006:910; O’Neill, 2012:88; Zopiatis *et al.*, 2014:135; Al-hawari, 2015:48; Dhar, 2015:423; Mesu, Saunders & van Riemsdijk, 2015:977; Strauss *et al.*, 2016:19). In particular, exploratory factor analysis (EFA) was used in this study to assess the relationships between the five constructs, which included HRM practices, WFC, POS, JS, and *Ubuntu* as independent variables. The other three variables or constructs included OC and internal service quality, which were classified as both, dependent and independent variables, and service quality performance as the only single dependent variable in the model. The following sections, briefly elaborate on the usefulness of EFA and a particular form of SEM techniques known as Exploratory SEM (ESEM) recommended by Marsh, Morin, Parker and Kaur (2014:88).

4.7.6.1 *Exploratory factor analysis*

Exploratory factor analysis has been touted as one of the data analytical techniques that affords less stringent interpretation of uni-dimensionality of a construct and thus, becomes a useful preliminary technique for (new) scale development (Churchill, 1979). The advantage of EFA is its ability to reduce large numbers of indicators to a more manageable set (Churchill, 1979). As discussed in section 6.2.3.1, EFA revealed the factor structure of both monetary and non-monetary organisational characteristics as conditions for frontline managers’ OC, ISQ, and service quality performance. Further, relevant descriptive statistics of the study’s sample are also reported in section 6.2.1.

To test the hypotheses concerning the study's dependent and independent variables, both measurement and structural model (SEM) was used. In the general sense, SEM technique is used to handle multiple relationships and assess relationships derived from EFA (Chin, 1998:296; Marsh *et al.*, 2014:88). Accordingly, the SEM technique is known for providing researchers with the flexibility to perform, (a) model relationships among multiple predictor and criterion variables, (b) construct unobservable latent variables, (c) model errors in measurement for observed variables and, (d) statistically test *a priori* theoretical and measurement assumption against empirical data (Chin 1998:297).

In utilising the maximum likelihood function, covariance-based SEM attempts to minimise the difference between the sample covariances and those predicted by the theoretical model (Chin 1998:297). Among other well-known SEM (AMOS, LISREL, and SIMPLIS) statistical software programmes (Bentler, 1990, 2000:86; Satorra & Bentler, 1999:10; Hair *et al.*, 2010:698; Marsh *et al.*, 2014:89), the EQS (an abbreviation for equations) Version 6 software was utilised in this study (Hair *et al.*, 2010:645). EQS is one of the maximum likelihood (ML) estimators, and asymptotically robust test statistics, which set it apart from other SEM programmes (Satorra & Bentler, 1999:10). In support of the above, Hair *et al.* (2010:698) suggested that although each SEM programme includes slightly different sets, they all contain key values (that is., χ^2 statistics, CFI and RMSEA). Therefore, although SEM programmes appear to differ, sufficient information that helps evaluate a model's fit can be found, no matter what programme is used.

As this study was exploratory in nature, employing EFA to explore all data sets collected from the three-research stages described above, the next stage was adapting the ESEM approach as recommended by Marsh *et al.* (2014:89). Accordingly, Marsh *et al.* (2014:89) maintained that all parameters in ESEM could be identified with the ML estimator, with weighted least squares estimations or robust alternatives. These authors explained that specific measurement items could be assigned to more than one set of SEM factors. Accordingly, the assignment of these items is determined on an *a priori* theoretical expectation and practical considerations that base preliminary tests on the collected data. Therefore, along with EFA, SEM explored the data by performing model relationships among predictor relationships and criterion variables as well as testing the study's conceptual model, followed by measurement estimations

against empirical data (Chin, 1998:297; Marsh, Morin, Parker & Kaur (2014:88). The next section begins with a summary of the procedure used to conduct EFA.

The procedure for conducting EFA:

Through the assistance of a qualified statistician EFA was conducted using a statistical package for social sciences (SPSS, Version 25). Following the leads of Hinkin (1995, 2005), principal axis factoring with oblique was used to develop independent scales and to provide more interpretable results. The criteria employed for evaluating factor solutions included:

- All factors had an eigenvalue of at least one or more;
- Each item loaded cleanly on only one factor accounting for 0.5 or more;
- The highest loading was twice as strong as that of any other factors;
- A factor contained a minimum of three item measures;
- Scree plots were examined to help extract relevant dimensions/factors; and
- Communalities were assessed.

Based on the above procedure for conducting EFA, measurement model in the Structural Equation Modelling, ESEM technique in particular, which was used for the exploratory factor analysis using EQS is now provided.

4.7.6.2 Exploratory Structural Equation Modelling (ESEM)

When the literature was reviewed, several studies (Byrne, 2001:60; Erickson, Ringo Ho, Colcombe, & Kramer, 2005:353; Huhtala & Feldt, 2016:5) reported an increase in the number of research articles and publications using SEM techniques. There is also an increase in the number of software packages including AMOS, EQS, M-PLUS, SEPATH, and RAMONA that are used to perform covariance-based and component-based analyses (Chin, 1998:297; Byrne, 2001:60; Erickson *et al.*, 2005:353; Huhtala & Feldt, 2016:5). In this study, as with most quantitative research that uses SEM technique, SEM provided the means of assessing the nature of the relationship between the independent and dependent variables (Byrne, 2001:64; Erickson *et al.*, 2005:352; Huhtala & Feldt, 2016:7). Essentially, the primary interest of SEM is the

extent to which a hypothesised model ‘fits’ or adequately describes the sample data (Byrne, 2001:69).

As indicated above, this study used exploratory-structural equation modelling (ESEM) propounded by Marsh *et al.* (2014:88) as an alternative to the traditional CFA/SEM. Marsh *et al.* (2014:88) argued that EFA can be classified as ESEM factors in that they view ESEM as a primary confirmatory approach, because the use of target rotations formalises their factors. Accordingly, Marsh *et al.* (2014:88) contended that ESEM allowed more *a priori* control on the factor structure. Marsh *et al.* (2014:88) explained from their observations that EFA and ESEM can both be used as exploratory or confirmatory tools, depending on the nature of the research application, theory and data. Bentler (2000:86) seemed to support Marsh *et al.*’s (2014) sentiments by stating that CFA may not be the most general model with which to start a nested series of model comparisons, in some contexts.

In parallel with the traditional SEM approach, this study’s use of ESEM was performed through the use of a statistical software programme known as EQS. Comparisons related to the use of EQS, in this study were based on Version 6.2 (Bentler, 1990:242; 2000:85; Byrne, 2001:58). Accordingly, SEM symbol conversions were also used in this study’s model of OC to designate all observed variables, including all latent constructs as factors and errors of measurements as ‘V’s, ‘F’s and ‘E’s respectively (Byrne, 2001:63). The above is in line with Bentler-Weeks structural representation, which states that all variables or factors in a model can be categorised as either dependent or independent (Bentler, 1990:239; 2000:85; Byrne, 2001:58). From the foregoing, it can be said that, SEM technique provided simplicity of the file structure and ability to see exactly which variables and coefficients (that is., Mardia’s coefficient, which indicates multivariate normalised estimates) could be explicitly modelled, including how many parameters were to be estimated in the EQS output (Byrne, 2001:63). In this sense, the hypothesised OC nested models were structured by means of an EQS generated input file (see Appendix L) and the final model presented in Figure 6.4 using the labelled EQS notation.

In summary, both the EFA and ESEM techniques utilising the EQS programme provided multiple ways to manage and analyse the data, and build input files that contained model specifications and equations (Byrne, 2001:58). However, while ESEM provided simplicity for the interplay of *a priori* theory and empirical data (Chin,

1998:296), the potential limitations and complexities of this approach, such as pattern of cross-loadings, size of estimated factor correlations, which vary with specific rotations, should be noted (Erickson *et al.*, 2005:252; Marsh *et al.*, 2014:90). More than these limitations, this study had a moderate sample size (n=212) which suited using EFA, in particular the ESEM technique, above CFA. Following the guidelines of Hair *et al.* (2010:613), this study was not looking to confirm relationships specified prior to the analysis, but allowed the EFA method and the data to define the nature of the relationships until the criteria is met.

The essential argument here is that both EFA and CFA, according to Hair *et al.* (2010:707) use common terms, such as factor loadings, covariance and correlation. Therefore, this exploratory study was conducted based on the cultural differences and used to explore the key dimensions of the *Ubuntu* concept, which was rare across OC studies in the context of hospitality generally, and specifically in South Africa. In combination with the SEM approach, the use of the EFA technique is appropriate and able to answer the research questions based on, study sample size and the study context. Unlike multiple regression, SEM is known for providing a better way of empirically examining a theoretical model which according to Hair *et al.* (2010:707) can be done by involving both the measurement and structural model in one analysis.

4.8 VALIDITY AND RELIABILITY

This section discusses validity, which is concerned with how the concepts studied in this research were defined by the measures (Hair *et al.*, 2010:3), as well as reliability in terms of the consistency of these measures. Churchill (1979:66) recommended that, when developing a measure, the researchers are content with the notion of split-half, test-retest, and other forms of reliability, as well as with face, content, predictive, concurrent, construct, convergent, and discriminant validity. As applied in this research, the goal of reducing measurement error meant that validity and reliability were addressed as two important characteristics of this measuring instrument (Hair *et al.* 2010:7). The validity issue is presented first. However, an empirical evaluation of both validity and reliability analyses are presented in Chapter 5.

4.8.1 Validity

Validity is defined by Hair *et al.* (2010:3) as “the extent to which a measure or set of measures correctly represents the concept of study or a degree to which it is free from

any systematic or non-random error.” According to Churchill (1979:65), a measure is valid when the differences in observed scores reflect true differences on the characteristic one is attempting to measure and nothing else. Within the literature (Churchill, 1979:66; Hinkin, 1995:969; Aaker, 1997:348; Hair *et al.* 2010:686-687), validity can be tested by three types of tests, which include content validity, criterion validity, and construct validity. These different types of validity tests are discussed next, in accordance with this study’s measurement scales.

4.8.1.1 Face validity

According to Hair *et al.* (2010:688), face validity is the most important validity test, in that it must be established prior to any theoretical testing when using confirmatory factor analysis (CFA). It can be defined as the extent to which the content of the items is consistent with the construct definition, based solely on the researcher’s judgement (Hair, et al., 2010:669). Hinkin (1995:969) suggested that content validity must be built into the measure through the development of items. As such, any measure must adequately capture the specific domain of interest, yet contain no extraneous content. In this regard, measurement theory is usually tested using constructs measured by multi-items scales developed in previous research. In view of using borrowed scales, the research should still check for face validity because when more than one scale are used in a single measurement model, face validity issues become apparent that were not seen when the scales were used individually (Hair, *et al.*, 2010:688).

4.8.1.2 Criterion validity

Research insights indicate that establishing criterion validity, a researcher selects variables not used to form the clusters but known to vary across clusters (Law, Wong & Song, 2004:485; Hair *et al.*, 2010:518; Miller, McCain, Lynam, Few, Gentile, MacKillop & Campbell, 2014:961). Accordingly, the data used to establish some form of criterion or predictive validity, typically include demographic factors such as age, gender, and psychological factors (for example, attitude, or behavioural patterns) of each case.

Furthermore, the literature contends that, to assess predictive validity, the researcher must focus on variables that have a theoretically based relationship with the clustering of variables (Hair *et al.*, 2010:536). In this case, the researcher may use discriminant validity assessment to compare average scores across clusters (Hair *et al.*, 2010:518;

Miller *et al.*, 2014:961). In previous research, the level of employee OC tended to vary by age, cultural backgrounds, and attitude towards work. Numerous empirical research studies (McFarlin & Sweeney, 1992:630; Meyer, *et al.*, 1998:49; Manzur & Jogaratnam, 2006:21; Namasivayam & Zhao, 2007:1216; Huang & Hsiao, 2007:1273; Jacobs & Roodt, 2008:72; Gunlu *et al.*, 2010:696; Astakhova, 2016:961; Huhtala & Feldt, 2016:9; Limpanitgul *et al.*, 2017:237) in the OB, management and hospitality disciplines provided evidence of these positive relationships. An empirical evaluation of criterion validity is tested in Chapter 5.

4.8.1.3 Construct validity

The third type of validity test presented in this section and empirically evaluated in Chapter 6 is construct validity, which deals with the accuracy of measurement. It is defined by Hair *et al.* (2010:686) as the extent to which a set of measured items reflects the theoretical latent construct that those items are designed to measure. Yilmaz (2013:318) suggested that construct validity is the degree to which conclusions can be made from the operationalisations of a study to the theoretical constructs on which operationalisations are based. Arising from the presentation of face validity and criterion validity, it can be acknowledged that construct validity is different. Churchill (1979:70) suggested that construct validity entails relating the measuring instrument to a general theoretical model to determine whether the measure correlates with the conceptual definitions that are used.

Two types of construct validity tests, including convergent and discriminant validity (Churchill, 1979:70; Hair *et al.*, 2010:686-7; Strauss *et al.*, 2016:19) have been proposed. Accordingly, Hair *et al.* (2010:686) indicated that convergent validity assesses the degree to which items that are indicators of a specific construct converge or share a high proportion of variance. In the case of high convergent validity, high factor loadings would indicate that they converge on a common point, that is, the latest construct signifying that all factor loadings are statistically significant. In this instance, high correlations may be understood in terms of item's communality (extent to which each measured variable load on only one construct) (Hair *et al.*, 2010:686).

In sharp construct, discriminant validity ensures that the construct is truly distinct from other constructs, both in terms of correlations with other constructs and how distinctly measured variables represent only the single construct (Hair *et al.*, 2010:669). It can be said therefore that, discriminant validity tests ensure that the measurement scale is

truly different from other similar concepts. Strauss *et al.* (2016:19) explained both, convergent and discriminant validity as the extent to which scores on a particular scale relate to other measures in a manner consistent with theoretically derived hypotheses. They go further to suggest that this criterion requires that (1) specific hypotheses are formulated by the scale's authors about expected correlations, and (2) at least three quarters of the results are in line with expectations.

In this study, factor analysis was used to test the construct validity. Factor analysis is a “statistical approach that can be used to analyse interrelationships among a larger number of variables and to explain these variables in terms of their common underlying dimensions or factors” (Hair *et al.*, 2010:16). Accordingly, the primary use of factor analysis is to examine the underlying relationships for a large number of variables and summarisation of information (Hair *et al.*, 2010:91). Moreover, the use of factor analysis for testing both convergent and discriminant validity is highly recommended (Hair *et al.*, 2010:91). This statistical approach was used to test the validity of the items used in this research. As was the case in this study, factor analysis is commonly used in OB and hospitality management studies (Paulin *et al.*, 2006:910; O'Neill, 2012:88; Zopiatis *et al.*, 2014:135; Al-hawari, 2015:48; Dhar, 2015:423; Mesu, Saunders & van Riemsdijk, 2015:977; Strauss *et al.*, 2016:19). More than the validity assessment, factor analysis was used in this study for five dimensions, including HRM practices, WFC, POS, JS, and *Ubuntu* to arrive at two factors for OC and two factors for ISQ. All these are presented in Chapter 6.

4.8.2 Reliability

Hair *et al.* (2010:8) defined reliability as “the degree to which the observed variable measures the true value and is error free”, thus, an opposite of measurement error. According to Yilmaz (2013:317) this implied the degree to which a research instrument measures a given variable consistently, every time it is used under the same condition with the same subjects. Churchill (1979:70) argued that reliability is a necessary but not a sufficient condition for validity, because it only provides negative evidence of the validity of the measure.

The more commonly used measure of reliability is internal consistency, which applies to the consistency of variables in a summated scale (Cortina, 1993:98; Hendrickson, Massey & Cronan, 1993:227). Internal consistency signifies that the individual items or indicators of the scale, should all be measuring the same construct and be highly inter-

correlated (Churchill, 1979:65; Streiner, 2003:99; Strauss *et al.*, 2016:19). It can be assessed through a series of measures, among which is Cronbach's alpha, the most widely used measure of assessing the consistency of the entire scale (Churchill, 1979:68; Cortina, 1993:99; Aaker, 1997:352; Streiner, 2003:99; Gursoy, Ekiz, and Chi, 2007:12; Hair *et al.*, 2010:2).

Generally, the agreed acceptable Cronbach's alpha is .70, although .60 is deemed the lower limit of acceptability (Hair *et al.*, 2010:92; Strauss *et al.*, 2016:19). In this study, reliability analysis was concerned with reducing the measurement error through following several paths (Churchill, 1979:68; Hair *et al.*, 2010:7), as presented in Chapter 5. However, this study's Cronbach's alpha scores ranged from .84 to .93, as illustrated in Table 4.8.

Table 4.8: Reliability statistics of measurement scales (N=212)

Measurement scales (overall)	Reliability statistics
Human resources Management practice scale	.910
Work to family conflict scale	.887
Perceived organisational support scale	.915
Job satisfaction scale	.907
OC scale	.886
<i>Ubuntu</i> scale	.931
Internal service quality scale	.846

4.9 CONCLUSION

This chapter provided an overall view of the methodology adopted in this study. It began by discussing the philosophical approach underpinning this multi-phase research, followed by the methodological stance, which indicated that both qualitative and quantitative research methods were used. The method, in terms of research design relied on cross-sectional survey to arrive at study's research findings. The South African tourist hotel accommodation sub-sector environment, which stood out from other tourism sub-sectors, was explained as a potentially interesting context in which to conduct this research. Subsequently, the chapter explained the means by

which this study would provide answers concerning OC, by examining the antecedents and outcomes of frontline managers' OC, such as service quality behaviour.

The research design consideration fully explained how the qualitative stage formed the basis of establishing the most reliable research instrument for examining variables of interest in the quantitative stage of this study. The questionnaire development and design procedures were discussed and explained in accordance with the questionnaire design considerations, including item wording, question format, scaling, length, and content validity. This entailed several refinements and modifications, detailed in Chapter 6, which were carried to ensure that the measurement models suited the target population. Moreover, *Ubuntu* scales in particular, were subjected to a series of steps based on consensus agreement in a Delphi study. Adequate methodological considerations, based on decision rules were taken in refining the pool of *Ubuntu* item measures. Overall, this chapter provided a comprehensive explanation of the methodology adopted in this study as governed by its ontology and epistemological position. While Chapter 4 introduced the research methodology, as encompassing both qualitative and quantitative methods within a triangulation approach, Chapters 5 and 6 focuses on the qualitative findings and quantitative aspects respectively by presenting and analysing data gathered through a cross-section of hospitality academics and frontline managers.



Chapter FIVE

Interpretation of Qualitative Findings: Exploring the OC and *Ubuntu* Dimensional Relationships

5.1 INTRODUCTION

This chapter deals with the findings and discussion of participants' perceptions, soliciting their stories about their experiences inside the tourist hotel accommodation industry in South Africa, as an integral part of the tourism service sector. This suggests that the research questions outlined in Chapter 1 were addressed by empirical research, based on several forms of data collection (literature reviews, qualitative interviews, and quantitative survey administration), analysis, and verification, such as content analysis and constant comparison. An overview of Delphi results (see section 5.3) is provided in this chapter prior to discussing the quantitative survey results in Chapter 6 (stage three), thereby, providing data triangulation. First, Chapter 5 presents the qualitative findings generated from semi-structured interviewing (stage one) with both hospitality frontline managers and academics. The intent was to gain an additional perspective of the phenomena of interests in this study from a convenient sample of frontline management in South African hotels as well as testing and refining the developed measures of *Ubuntu* by a consensus building process carried out through Delphi method study (stage two).

Discussions in sections 5.2 and 5.3 focus on interpretation of qualitative findings; discussion founded on the assumption that the OC phenomena and its conceptual underpinnings (see section 5.2), are important for the hotel industry in South Africa to understand. Stage one findings focus on two major areas. The first considers hospitality academics and presents the types of key participants that were interviewed followed by discussing their perceptions of OC dimensions. OC antecedents emanating from content analysis of the academics' interview transcripts are then presented. Their OC perspectives are then discussed (see sections 5.2.2.1 and 5.2.2.2). The second considers both, the sample of hospitality academics and that of the interviewed tourist hotel accommodation frontline managers and presents the most influential factors acting as non-financial and financial characteristics (see sections 5.2.3.1 and 5.2.3.2). Section 5.3, discusses the elements of the *Ubuntu* notion as either

positive or negative as represented by the participants' statements. Subsequently, the participant's commentary about the OC consequences including work performance, perceived service quality and customer satisfaction are presented in section 5.2.3.4 Interpretation and discussion of these findings in this chapter sought to find associations and patterns between constructs covered in this multidisciplinary and multimethod study. In summation, the overall findings as derived from both, the hospitality academics and hotel managers are concluded in section 5.4. The following sections give an overview of the nature of the participants interviewed in this research, in terms of each group profile and demographic characteristics.

5.1.1 The demographic profiles of the participants

The profile of the 10 academic participants interviewed is presented in Table 5.1. The purpose for interviewing hospitality academics was to obtain perceptions of service quality levels and behaviours, and OC during service encounters and service delivery by frontline staff. Academic staff interviews were used to gain insight into their views about what influences OC in the hospitality education sector and their thoughts about the culture of *Ubuntu* in teaching management principles.



Table 5.1: Profiles of the academic participants

Participant #	Gender and age	Job status	Academic institution #	Province
1	M, 40-49	Chef instructor	U1	Western Cape
2	F, 26-29	Food & beverage instructor	U1	Western Cape
3	M, 40-49	Junior food & beverage instructor	U1	Western Cape
4	M, 40-49	Professional cookery lecturer	U2	Gauteng
5	M, 30-39	Restaurant operations manager	U2	Gauteng
6	M, 30-39	Service management lecturer	U3	Eastern Cape
7	F, 26-29	Hotel university general manager	U3	Eastern Cape
8	F, 40-49	Food & beverage service lecturer	U4	Mpumalanga
9	F, 26-29	Professional cookery lecturer	U4	Mpumalanga
10	M, 30-39	Senior lecturer: Food and beverage management	U4	Mpumalanga

Note: Gender: M=Male, F=Female; Academic Institution: U1=University 1, U2=University 2 etc.

Some of the important factors (known as proxy variables) often linked with employee OC are the socio-demographic presentation of the hospitality academics. It was important to ascertain the extent to which males and females differ in their perceptions of OC. The specific socio-demographics of the 25 participants are presented in section 5.1.2. In brief, there were more female academics (60 per cent) than male academics. Participants aged between 26 and 39 years old constituted 60 per cent, and those aged 40-49 constituted 40 per cent for of the total sample of hospitality academics.

Table 5.2 presents the profiles of the 15 frontline manager participants interviewed encompassing front office, food and beverage, and housekeeping hotel employees. While terminology for the designation of frontline managers varies tremendously from hotel to hotel, the terms for executive housekeeper, guest profiling manager, and banqueting manager are all types of frontline manager.

Table 5.2: Profiles of the frontline manager participant

Participant #	Gender and age	Job status	Hotel #	Province
1	F, 40-49	Executive housekeeper	H1	Mpumalanga
2	F, 26-29	Assistant food & beverage manager	H1	Mpumalanga
3	F, 30-39	Hotel assistant manager	H2	Gauteng
4	F, 26-29	Front office co-ordinator (supervisor)	H2	Gauteng
5	F, 30-39	Assistant executive housekeeper	H3	Western Cape
6	M, 30-39	Front office manager	H3	Western Cape
7	M, 50-59	Banqueting manager	H3	Western Cape
8	F, 30-39	Guest profiling manager	H4	Western Cape
9	M, 30-39	Assistant food & beverage manager	H4	Western Cape
10	F, 40-49	Supervisor: Food & beverage	H5	Eastern Cape
11	M, 40-49	Supervisor: Food & beverage	H5	Eastern Cape
12	F, 60-65	Executive housekeeper	H6	Kwazulu Natal
13	M, 40-49	Supervisor: Food & beverage	H6	Kwazulu Natal
14	F, 26-29	Front office co-ordinator (supervisor)	H7	Kwazulu Natal
15	M1, 40-49	Assistant food & beverage manager	H7	Kwazulu Natal

Gender: M=Male, F=Female; Hotel: H1=Hotel 1, H2=Hotel 2 etc.

5.1.2 The nature of participants interviewed

The main aim of exploratory qualitative interviews with all participant types was to gain additional insight into what is perceived as managerial service quality with regard to *Ubuntu* culture in management, employee behaviours, and work conditions with which OC theory is developed. In this way, it was possible to gain varied employee perspectives (see section 5.2.2). The demographic characteristics of the participating hospitality academics and hotel frontline managers are presented in Table 5.3.

Table 5.3: Demographics of participants

Variables		Hospitality academics/ instructors (N=10)	Tourist hotel frontline managers (N=15)
Gender	Male	6	6
	Female	4	9
Age	Under 30 years	3	3
	30-39	3	5
	40-49	4	5
	50-59	N/A	1
	60+	N/A	1
Ethnicity	Black	10	13
	White	N/A	1
	Coloured	N/A	1
Marital status	Single	5	9
	Married	5	6
Job status	Junior instructor	1	
	Instructor	3	
	Lecturer	3	
	Senior lecturer	1	
	Restaurant manager	1	
	Academic hotel manager	1	
	Supervisor/coordinator		6
	Assistant manager		3
	Manager		6
Department	Hospitality/academic	6	
	Hospitality/restaurant university-owned	3	
	Academic/hotel university- owned	1	
	Front-office		4
	Guest relations		1
	Housekeeping		3
	Food and beverage		7

While the purposefully selected sample of hotel frontline managers were from three different departments as indicated above, the academic staff were hospitality lecturers or instructors holding teaching positions within the academic institutions.

5.2 STAGE 1 FINDINGS: QUALITATIVE INTERVIEWS

As discussed in Chapter 4 (see section 4.3.1), semi-structured, open-ended interviews were initiated to explore the actual associations between the culture of *Ubuntu* in management, OC antecedents as conditions, and OC consequences in frontline management service quality. Each section that follows reviews the mixture of issues arising from discussions with participants concerning the conceptual dimensions of this study. As indicated earlier, the analysis began with the core issue regarding the analysis of the participants' perceptions of various OC dimensions, and subsequently, discussed the role of concept antecedents, including HRM practices, work to family conflict (WFC), perceived supervisor support (PSS), and job satisfaction (JS). Subsequently, the interviews around the consequences of OC, the influence of the *Ubuntu* management style, and internal service quality (ISQ) on service quality behaviour were analysed.

In this section, the research questions formulated in Chapter 1 are examined in light of qualitative stage one findings. The aim was to examine the extent to which various OC elements existed in the tourist hotel accommodation industry in South Africa. It also assessed the extent to which commitment to a different foci or referent (e.g. organisation, co-worker, and supervisor) exists. Exploring commitment to a different referent in this study is important for several reasons. First, South Africa is a multi-racial society and is usually referred to as a collective nation (Hofstede, 1980b, House *et al.* 2004); therefore, it was important to know to what extent people as employees consider commitment to a different referent in the context of management for customer service quality. Thus, it was also appropriate and important to confirm the construct validity of the OC dimensions model in the context of South Africa, before its relevance and application could be recommended.

5.2.1 The OC issue

The discussion of findings in this section is based on the interview questions, which focused on addressing many aspects of OC, such as participants' practical understanding of organisational commitment affecting organisational preference, customer service quality perceptions, stories that related to the latter as well as related work environmental conditions that might contribute to different levels of OC. Although numerous statements, as provided by the participants, varied, the list of identified

motivational and de-motivational factors as work conditions made it possible to gain a thorough understanding of the participants' perceptions and degree of OC.

5.2.2 Participant's perceptions of the OC dimensions

The questions asked participants to describe contextual circumstances surrounding their perceptions. This was to ensure the participants contextualised their perceptions in the South African hospitality practice, as many had worked in Africa and internationally. The interview data analysis was integrated for both hospitality academics and frontline managers because the OC themes/categories that emerged did not differ substantially. Based on their statements, and the OC components defined in Chapter 2, elements of affective and normative commitment were identified through content analysis as highlighted in sections 5.2.2.1 and 5.2.2.2. Accordingly, these two OC dimensions were characterised by a participant mindset, explained in their terms as a desire to perform well (AC), and job obligation (Meyer & Parfyonova, 2010:283).

5.2.2.1 *Participants' affective dependency state of OC*

This section integrates the findings of the qualitative interviews and is based on the selection of statements that the participants stressed and affirmed as their own understanding of OC. High levels of affective organisational commitment (AC), are indicated by participants in this study are not surprising. The hospitality profession by virtue of its hospitable nature, affords frontline managers considerable scope and influence over their relationships to create hospitable circumstances. These motivate frontline employees, engendering a strong sense of emotional desire from managers and service employees to serve as representatives for customer service, elevating their level of involvement in attaining service quality for a hospitality organisation.

While Kanter (1968:501) views AC as attachment to social relationships based on strong positive affect, Mowday *et al.* (1979:226) defined it as "the relative strength of an individual's identification with and involvement in a particular organisation". The content analysis conducted in this study provided evidence that the AC of the two component model of OC (Allen & Meyer 1990:3, 1991:68; Mathieu & Zajac 1990:174; Meyer *et al.*, 2002:22; Gellatly, 2006:336; Sommers, 2009:80; Meyer & Maltin, 2010:334; Meyer *et al.*, 2012:238) is a valuable approach to understanding the determinants of the OC of South African tourist hotel frontline managers (see Figure 3.5). The majority of the participants (six academics and nine frontline managers), that

is 60 per cent of the 25 interviewed participants, defined commitment as an affective desire to contribute positively to the organisation for the benefit of the customer. The following excerpts derived from the interview transcripts depict some of the 'text' quotations typical of academic participant's views on AC. In maintaining anonymity, the participants were coded as follows: I = interviewee #, M = male, F = female, U = university #, H = hotel #,.

Become part of the organisation employing you. Involvement in work. (I-M2-U1)

It is when employees understand the objectives and goals of the organisation and they play or they get involved along the plan so that the goals and objectives of the company are met. (I-M1-U2)

Understanding of the organisation, objectives, and vision and how those resonate with a person's own ambitions and career plans. (I-M2-U2)

Commitment of employees to the mission and vision of the organisation and seeing value in that organisation. (I-M1-U3)

Willingness to go the extra-mile for the company. (I-F1-H2)

Showing your passion that you love your work and you always do it for the benefit of the guests and don't forget your colleagues. (I-F1-H3)

When you are employed – you need to commit yourself – uplift the organisation, it is not about me so that I can get paid. I need to commit fully, giving 100 per cent especially dealing with clients because we have difficult clients from all walks of life. (I-F1-H5)

To be committed is to forget about time and to be married to the hotel and the guests and for each guest. Give guest your best whether restaurant or floors in housekeeping. Give guest 100 per cent wherever you meet them. (1-F1-H6)

5.2.2.2 Participants' normative view of OC

The majority of the participants (60 per cent), as mentioned in section 5.2.2.1, tended to agree with most previous seminal research (Porter, et al. 1974; Mowday et al. 1979;

Scholl, 1981; Morrow, 1993), which treats OC as an affective state and use of its measurement as one-dimensional based on Mowday *et al.*'s (1979) OCQ. However, forty per cent of the participants, stated their views and perceived OC from a normative commitment (NC) perspective. Terms and concepts highlighted in in the following quotes, like unity, trust, honesty, dedication, loyalty, and obligation, were the most commonly used by the participants during the interview discussions and reflected their understanding of employee OC in the context of hospitality frontline-management (that is, normative commitment).

As employee, commitment means, I need to show my supervisor and manager to trust me and that I am reliable to them. It is commitment to my job and can deliver 100 per cent service. (I-M1-U1)

Employee organisational commitment means to be honest at your work. If there is a problem, you need to be honest and treat people equally and don't take side. (I-F1-H1)

I would say – it means that you fully understand what you are doing first of all, and you know your job description and you are loyal to the company at all times. (I-F2-H1)

Employee organisational commitment is about giving your time even if you're getting paid for it, but to participate and be part of the organisation. Give your best, hardworking, dedication and loyalty. (I-F1-H4)

To me, it means we need to unite as a team and we need to work together as a team and trust each other and of course expand our minds to be free among each other in order to produce good service. (I-M1-H4)

When combined, 40 per cent of the 25 sampled participants (four academics and six frontline managers) view OC as concepts varied as loyalty, trust and unity which seems to be encouraging a desire to pursue a course of action based on felt obligation towards a particular referent (e.g. organisation, supervisor or co-worker). According to Wiener (1982:421), this suggested that employees supporting a normative view of OC develop because of both cultural/familial and organisational socialisation processes. Thus, Allen and Meyer (1990:3) claimed that NC represents a less commonly discussed, but, equally viable approach to creating employee OC. Employees with strong feelings about NC would remain with an organisation by virtue of their belief that it is the 'right'

and moral thing to do (Meyer & Allen, 1991:67). Meyer and Herscovitch (2001:316) suggested that employees that demonstrate high levels of NC represent a mindset that one has an obligation to pursue a course of action of relevance to a particular target (in this case, work/job, supervisor or organisation). Meyer and Parfyonova (2010:283) found that managerial actions that encourage high levels of NC can be considered a huge benefit for organisations in terms of staff loyalty and retention but these authors also note that NC has not been empirically studied yet.

The exploratory factor analysis (EFA) results in Chapter 6 showed that tourist hotel frontline managers' OC is multidimensional, represented by AC (factor 1), and NC (factor 2). The two factors accounted for 50 per cent of the total variance (see section 6.2.5.1). In addition to the qualitative findings discussed in this chapter, the quantitative results of EFA on the sample of 336 frontline managers presented in section 6.2.5.1 are used to assess each component of frontline managers' OC in this study, and examined the two-factor structure as evident in the related literature (Gunlu *et al.*, 2010:705; Meyer *et al.*, 2012:238; López-Cabarcos, 2014:9).

Most notably, Gunlu *et al.*'s (2010:696) empirical research of Turkish hospitality managers, highlighted that when a person is alienated from a collectivism cultural environment, he/she becomes part of a group where sometimes the organisation they work for may be part of these groups. This is consonant with Meyer *et al.*'s (2012:238) meta-analysis, which provided evidence that cultural values/practices in countries with stronger collectivist values explained the greatest amount of variance in NC, followed by AC. It is therefore, not surprising that in stage three (see section 6.1), two factors, AC and NC, emerged from the quantitative data. The quantitative results indicated that there were differential relationships between each of the two factors: AC and NC in frontline managers' OC; the Cronbach's coefficient alphas for the AC scales were .78 and for NC they were .83. From this, it can be claimed that AC and NC of OC are, in the context of this research, separate constructs of the higher-level latent variable OC. Based on the above discussion, the next section provides an overview of the work and personal characteristics that give rise to the level of the two-component structure of employee OC, in a South African hospitality (academic and hotel) context. These work-environmental characteristics were grouped into motivational/de-motivational factors, with a focus on the most influential: organisational/work, financial, and non-financial factors.

5.2.3 Most influential factors of participants' commitment building process

The findings in this section suggest that frontline managers' OC levels developed as a function of interrelated factors. As such, this section presents and discusses the most influential factors including HRM practices of training and development, co-worker and supervisor relations, work support, satisfaction, and work to family (WFC) demands as non-financial work characteristics. Following that, HRM practices of performance rewards/compensation as financial work characteristics. Prior to discussing the consequences of *Ubuntu* values (positive and negative) as interfacing between frontline managers OC and Internal service quality, the associated influence of *Ubuntu* elements: compassion, group solidarity/collectivism, survival, and respect and dignity highlighted by the participants is presented.

Various HRM practices have been identified as significant drivers of the commitment building process of frontline managers in the South African hotel industry. Sub-factors identified as underpinning experiences of HRM practices were combined with the positive non-monetary and monetary work environment characteristics that the participants viewed as contributing to high levels of OC. During the constant comparison and content analysis process described in section 4.7.6.1, 19 HRM motivational drivers (three financial and 16 non-financial) of employee OC levels emerged from the transcribed data (see Appendix M).

Most of these HRM drivers were common among the participants, regardless of their job status or whether they were in a lecturing, instructing, supervising or managing role. Some HRM practices, financial drivers in particular, received limited mention by the participants. From all the motivational and de-motivational drivers as factors contributing to the participants' OC, two main overarching themes or sub-categories were identified and labelled. First, non-financial work characteristics, comprising co-worker and supervisor-relations, work support and satisfaction, and work to family conflicts. Second financial work characteristics, comprising performance reward structures, systems, and policies.

5.2.3.1 HRM 1: Non-financial work characteristics

When analysing the findings relating to HRM practices associated with non-financial work performance rewards/compensation component, some participants emphasised

that money is not the only way to motivate people to become highly committed, and others felt that employees deserve market related remuneration. The following excerpts taken from hospitality academics and frontline managers indicate that employee OC is highly perceived in their organisations, in maintaining anonymity, the participants were coded as follows: I = interviewer, M = male, F = female, 26-29/30-39/40-49/50-55 = age group, U = university #, H = hospitality-hotel #, GP = Gauteng, WC = Western Cape, EC = Eastern Cape, KZN = KwaZulu Natal, MP = Mpumalanga.

I would say – if one performs well, maybe – just send an email saying you're doing well. To me the reward is when the guest says well done, my manager saying that the guest said you did well. Comment system – getting more comments – staff should be rewarded at the end of the year. Also, intrinsic motivation - commitment is also about the passion that one have for the work and to impart the knowledge to junior staff. (I-F1, 26-29, Food and beverage instructor, U1, WC)

Passion for me to a certain extent it gets to a point where it kind of overrides monetary rewards. Even when taking a position, we are in a country that everyone needs employment..., but I also think you would not just commit to something on the basis of monetary rewards alone. There must be something more and above that and I don't think monetary rewards necessarily do motivate, maybe, initially they may, but they kind of get tired to a certain extent. Recognition for instance is one of those things that will keep re-igniting that passion for a person especially if the person is in a role (work) that is quite repetitive. (I-M2, 30-39, Restaurant operations manager, U2, GP)

It's to see my bosses/superior coming to me and say we met budget and feedback comments on the things we have done and keep motivating us and say keep doing the good job. Small motivation and not necessarily money and I will take this to my team because I did not work alone. We also get appreciation – staff meals for lunch or have some fun runs, have something to cheer us up as a team. (I-M3, 30-39, Assistant food and beverage manager, H4, WC)

These background statements of HRM practices associated with non-financial drivers explore some important aspects in terms of the effect on motivation, intrinsic and

extrinsic motivation, as conditions for elevating employee OC. However, some participants revealed a somewhat complex situation where the evidence validated the theoretical predictions highlighted in section 3.8; some hotel management participants challenged the norms.

In my experience, my motivation was I started working here at this hotel as a cleaner, then I showed that I was always committed by showing that I needed this job and from there I was grown to a team leader and then promoted to a supervisor position and still committed to my job. Also, I showed commitment there, such that when the executive housekeeper resigned, I was given an opportunity for this job and now I am executive housekeeper. (I-F1, 40-49, Executive housekeeper, H1, MP)

There is nothing much at this hotel – but I once brought up this to our GM [general manager] that I would suggest that we get a system of getting views from guests whereby we get our guest mentioning certain employee names for example. If a person's name appear (or mentioned) twice or more in a month that person must get a recognition, maybe a badge to say employee of the month. And then maybe at the year-end function we get a certificate given to those who work hard throughout the year or a trophy even if it does not mean much but a person will keep it at home. That way the person can feel appreciated. The person would say, wow they recognised what I do. (I-F2, 26-29, Assistant food and beverage manager, H1, MP)

We got a lot of issues at this hotel, I can't say much at this moment, but sometimes management do a lot of things like yesterday there was a taxi strike and the hotel booked us hotel room to sleep here to start work early the following day. We have a lot of issues here; can we come back to this question? There is nothing defeating when a person is an employee..., management should send an email and say well done to everyone. Like the long hours people work... if management see that, they should give people time off when it's not busy. You cannot talk about money because you have to treat everyone the same. Things like employee of month/year also help people commit. A person with long service, five to 15 years

motivate people to commit more. (I-F1, 26-29, Front-office supervisor, H7, KZN)

We have programmes like “I am kind“, where you encourage your members who do something good. We always have team buildings as well. Monthly and quarterly, we have “I am kind programme”. But because we deal with people – not everyone will always be happy – this depends on the person. The high level of commitment is to be comfortable at work and everything is done fairly and people are treated with respect. You look forward to come at work. Staff members always look at the schedules because they do not want to work with other managers. (I-M1, 40-49, Food and beverage supervisor, H5, EC)

These excerpts are typical of favourable reactions by participants from both, hospitality academics and frontline managers. However, older participants, aged 40 to 55 years, seemed to express more favourable reactions than do those aged 30 to 39 years. As such, most participants, between the ages of 40 to 49 seem to perceive a positive transition in the hotel industry from the stage of total autocratic control and male domination to a more flexible and open industry. This is evident in the number of female participants in this study.

Co-worker and supervisor relations:

This factor was considered a very important element of improving customer and employee satisfaction. Most of the participants recognised the importance of good staff-supervisor relationships. As such, the participants were trying to use this dimension to improve the internal service quality through the functional aspect rather than the technical aspect. Thus, the stories told indicated that they had mixed perceptions of the actual relationship with their supervisors and the organisation as a whole. Some participants seemed to accept the status quo, while others resented the status quo and recognised the need for change and more flexible engagements that would improve the relationship between managers and their subordinates.

As evidence indicates, the participants felt the benefits of managers' interactions and relations with all organisational staff. Such benefits might include personal recognition, cooperation, and knowing what to expect from their managers/superiors. In fact, the quotations highlight that such benefits were sometimes revealed and considered as an

important means of enhancing and maintaining cooperation, supervisor support, and relations between staff and supervisors.

It's when other managers only think of themselves, and not about other departments. Sometimes people thinking about themselves as individuals and not as team or not seeing themselves a part of the whole hotel. Things should be done for the entire hotel not just for a specific department. (I-F1, 26-29, Front office supervisor, H7, KZN)

It is us junior management who should come up with solutions, because we are the ones that work hand-in-hand with staff, not like the senior management, like GM, they hardly interact with junior staff, we interact with staff and see their personality and what they are doing and help them with their mistakes. By saying thank you it means a lot to staff, it encourage those persons a lot. They actually realise that they are making a difference. (I-F2, 26-29, Assistant food and beverage manager, H1, MP)

We always have team buildings as well. Monthly and quarterly, we have "I am kind programme". But because we deal with people..., not everyone will always be happy, this depends on the person. The high level of commitment is to be comfortable at work and everything is done fairly and people are treated with respect. Staff look forward to come at work. (I-M1, 40-49, Food and beverage supervisor, H5, EC)

Meetings with all staff and one-on-one staff meetings. Give chances to staff to say what they want to say and go and sit back and say this is right and this is not right. Involve staff and be friendly lot of times in the workplace. You need to know as manager that staff members are most of their time in the workplace. (I-M2, 50-55, Banqueting manager, H3, WC)

I think for me it is non-financial or non-physical/tangible things making employees feel that their contribution is valued. Seeing myself as part of the team - the bigger picture and seeing the team that their contribution is valuable. As general manager..., my contribution is not more important than the team's contribution. (I-F1, 26-29, University hotel general manager, U3, EC).

Work support and satisfaction:

The qualitative interviews extracted additional insights into the connection with work and family role interface and OC. These dimensions were theoretically validated in the quantitative stage of this study. Some participants provided empirical evidence of the impact of these dimensions, supporting the impact of work and family support and how these contributed to different levels of OC.

We are different, whether the management do support us or not, there are those people who are not always motivated, they always want to complain. There are those who think support is positive and those that think it's negative but it's up to us to change the minds of those who think the support is negative. (I-M1, 40-49, Chef instructor, U1, WC)

There is cross training, development programmes for people to develop themselves. Food preparation courses – you do not pay. The certificates are internationally recognised. But these depend on the people. The company offers those things – but the person needs to know why they doing the courses. Everything happens for a reason and happens at its own time. It depends on you what you want. (I-M1, 40-49, F&B supervisor, H5, EC)

Considering these different views, it should be noted that work/organisational support is deduced from a social exchange theory to describe connections of the employee and the organisation (Eisenberger *et al.*, 1986:501). It is premised on the belief that it would lead individuals to feel obligated to contribute to their organisation. Obligation is one of the important characteristics of normative commitment (NC), which can be taken as suggesting that when supported, employees are more likely to feel an obligation to return the supportive behaviour to the organisation (He *et al.*, 2011:597). In this group of participants, both hospitality academics and frontline managers were represented.

The recognition of moderate levels of work support appears to be equally present among the participants. This perception is different in the quantitative stage's factor analysis (see section 6.2.4), whereby, there was a favourable response from respondents who perceived that there was sufficient support given by their supervisors (mean scores of 3.93 for well-being and 4.13 for available help). However, the participants in this qualitative study chose to recognise the boundaries of the current

work/supervisor support in terms of care and help structures that did not leave much scope for them to commit and excel in their jobs. Some participants provided justifications for such close structures and went further to vent about bureaucracy, red tape and the nature of the hospitality sector.

No, they don't, the challenge in the hospitality industry is that everybody owns an island, if I am below you, you will never inspire and show me the ropes. Leadership is not used, management is used. You will find that if you are middle manager it takes long to break the ranks. It's more about company politics. In most cases, management try to cage you in the jobs or tasks that gave you, so that you stay on your lane. Senior management would give middle managers something that will cage them not to grow. People are kept in the same position for many years resulting in low levels of commitment. (I-M1, 40-49, Professional cooker lecturer, U2, GP)

It's difficult because – like I said like when you tell management, they always take the bad things from staff. They don't support, it is very difficult to get support. It is the position, senior management don't give themselves time to understand our situation. It becomes a problem as you try to build a team and you do not get support from senior management. They have been in these positions we are in before but I don't understand why they are so relaxed. Like, our GM started as a trainee and now he is a GM but it is difficult for him to support us. (I-F2, 26-29, Assistant F & B manager, H1, MP)

What can I say..., we speak to our general manager (bosses' boss), if there is a problem he can speak to you in the right way..., my manager, does not give support. It is difficult to speak for other managers, but you can sometimes see that there is a problem for other managers in their department. (I-F1, 40-49, Executive housekeeper, H1, MP)

While some participants provided favourable perceptions towards work support in their organisations, another segment of participants was more moderate in describing the level of support as either 50/50 or non-existent in their places of work. In this regard, their views were described as moderate in terms of commitment. These participants recognised the boundaries for empowering frontline managers through work support, but they also saw a wide range of opportunities to go to senior management and talk

about the type of support they need. They also used their initiative and intuition to satisfy themselves, which in turn, would help satisfy the customer. Those participants with greater choice and meaning regarding how to do their own work seemed to demonstrate high job satisfaction and as such felt a greater degree of control over their work. Such participants were less likely to feel alienated.

Management will always understand where I come from, for example, I am disciplining someone, they will accept and support that. They will also show me how this should be done, but you do not always get what you want, budget is a constraint and this puts a strain on you as a manager. (I-M1, 40-49, F&B supervisor, H6, KZN)

If you need assistance, there is support. Senior management gladly assists us as middle and lower management regardless of the situation. We often do reach agreements about something if we need to. (I-F1, 30-39, Hotel assistant manager, H2, GP)

The above mixed findings seem to indicate that, in attempting a service delivery process in tourist hotel industry, highly committed employees, in this case some frontline managers were more satisfied than less committed employees. Finding meaning in work could represent an important attitude concerning the intrinsic motivation of a person's job. Similarly, low committed employees might find that their opinion/suggestions are not receiving the attention from superiors, compared to their expectations. This is particularly so in the case of participants who feel that they are not getting the support they need. The consequence of less satisfied employees is that, when they perceive less support from a supervisor (immediate manager), they tend to show lower commitment to the organisation (Jaiswal & Dhar, 2016:68).

Work-family conflict:

In terms of work interference with family roles and vice-versa, the qualitative stage provided surprising findings when compared to the quantitative results. When asked about the extent to which work roles interfere with family roles, there were a considerable number of participants who felt that work roles interfered with their family roles and work-life balance. For example, it was not uncommon for the participants to state that they have had to adjust their family time due to working late hours and having to be at work early for meetings. While having different viewpoints, the participants

presented views regarding these dimensions and the practicality in the hospitality sector. They often tried to associate key aspects of interference of work on family responsibilities.

I was working late shifts and management would schedule meeting to start at 10:00 in the morning. The senior managers are only concerned about the production and not the well-being of the individual. If the kitchen is too hot for you, get out of the kitchen. This is something that will take long in the industry to check and correct. People work shifts and live at night, the following morning they are at work without seeing the family. People don't see their kids, you work long hours, weekends and public holidays. The hospitality industry is lacking in that – most other industries are changing because the support is very minimal unless you have relationship with top management. ...if someone pass on in your family, the first thing you will be told is, you know we have a big function this week so, will you please go next week? These lead to low levels of employee commitment. There is a tool, that most managers use, work performance, to judge an employee who refused to work a shift as a favour, when performance appraisal comes, they will ask how your commitment in this company is, reminding you of the day you refused to work a shift when asked. Commitment in this case is not genuine. (I-M1, 40-49, Professional cookery lecturer, U2, GP)

As confirmed by most hospitality studies (Karatepe & Kilic, 2007; Namasivayam & Zhao, 2007; Magnini, 2009; Zhao *et al.*, 2011; Choi & Kim, 2012), it is a given that hospitality work expects employees to work 24/7/365. In most cases, these studies confirmed that work to family balance (WFB) has become an important HR issue that has an impact on the behaviour, performance and satisfaction of hospitality employees. Previous important studies such as Namasivayam and Zhao (2007:1220), and Magnini (2009:119) supported this view by pointing out that this was the case for single parents. In this regard, these findings corroborated previous research. The participants in this study, particularly black Africans spoke more about the kind of support they needed and in some cases, lack of support they experienced regarding family responsibilities from the employer. The importance of a need to balance work and family responsibilities among some participants is evident in the following statements:

As per country labour law, we do received support in terms of leave but improvement in terms of flexibility is needed, we are Africans with extended families. The support is limited to immediate family but brothers have raised us and we are expected to be there for them but there is no such flexibility from the employer. (I-M2, 40-49, Junior F&B instructor, U1, WC)

It is a compromise, understand not everything come easy – realising things are out of my range. Prioritise. Know everything happens for a reason. As I said to you, this thing is an effort. Sometimes I work long hours looking forward to a weekend-off, so you have to come when you are called, when someone calls in sick, compromising my family. You do not know what might happen tomorrow, doing favours for others helps you one day. This depends on people what they are willing to sacrifice for the people they are working with. Things always come back to you as individuals within the team. But, managers who threaten employees on the basis of contracts sometimes become lonely because they forget that they are dealing with people. (I-M1, 40-49, F&B supervisor, H5, EC)

It's difficult – the company does not always look after personal life. But if my daughter is sick I can call sick and take sick leave and we have staff which is involved to the “I am kind programme” as teams that can help to fill the gap. This makes our work easy when we can help each other. Also we have family responsibility to look after your family. (I-F1, 40-49, F&B supervisor, H5, EC)

That I am sorry, support for family roles and responsibility comes with race because – for instance – someone at the hotel loss a family member and did not get support from management. Us as Africans, we support each other by following up how a person is keeping. Me, if a person has family problem I would call a person and find out how they are doing. Senior management are concerned about when you are coming back to work after a funeral or sick leave or your child is sick. Someone's husband is in ICU, but management would not give any support, and management is only interested to know when the person is coming back. There was a white lady who her child was sick, she took time off about a week and no

questions asked and was not ask when she is coming back we just heard she is not in. we know this through updated emails, informing us so and so is still not back at work etc. It's like we will see when she is coming back, but with us, it is different. (I-F2, 26-29, Assistant F&B manager, H1, MP)

Let us first talk about paternity leave – black people are not aware of that. Three days off is available for everyone when something happen in their family. As African three days does not necessary balance with us, for example, when an employee has three days paternity leave, an African employee travels one day and have to travel coming back and no time to attend to the family issue.

For funeral arrangements, I always help my staff, so..., I advised them of the days they have, like owing days to them due to long shift plus off days and I can arrange enough days for the staff member to attend the family needs/care. We do try to balance that mostly with African employees. As Africans we have uncles and aunts to look after so I balance things when someone is willing to assist when they need more days. I as manager who is African, I understand. Even those who are not willing I try to help them to realise a hand washes the other hand. (I-M1,40-45, Assistant F&B manager, H7, KZN)

This is for me work-life balance, I may be wrong, it is a struggle for the industry in attracting younger people. This has become a culture and that has resulted in ignoring the work-life balance. Work-life balance speaks to well-being ... The industry has been struggling to find creating ways on how to provide support for family roles and responsibility for employees. (I-M2, 30-39, F&B manager, U2, GP)

Work to family balance has been problematic in our industry because it is result oriented..., should you change the paradigm and become people oriented, it will become a problem as the industry is about revenue and profits. Family responsibility tends to take the back seat. Based on what I have mentioned – result orientation and revenue – that would lead to poor performance and subsequent to staff turnover if this is not taken into

account because I am very family oriented. (I-M1, 30-39, Service management lecturer, U3, EC)

As observed from the participants' experiences, two key issues arose, (1) the ability of the industry to attract younger employees, perhaps due to antisocial working hours, and (2) family support and culture that goes beyond normal annual/paternity leave to include some flexibility that considers African family ways. Participants felt that family support should extend beyond leave days to accommodate the time it takes to travel when attending to family issues, including brothers/sisters, uncles and aunts who have helped/raised them. The participants were of the view that if the employer can ask for a favour from them, to work overtime or compromise their time off somehow, then the employer should also afford them the flexibility of time-off to attend to the needs of extended family, like funerals. This view coincided with the values of *Ubuntu* and participants understood that, a person is a person through others (see section 5.2.3.3).

The views are common within the literature. Of critical importance is that there is important research which reveals that, work interference with family becomes an issue that negatively affect employee JS, particularly for highly committed employees (Namasivayam & Zhao, 2007:1220). This then suggests that according to Choi and Kim (2012:1012), employees treat their family lives as important as their hospitality work lives. Moreover, Mansour and Tremblay's (2016) content that employee social support, which takes the needs of employees into account, helps decrease both work and family interferences and in turn, job stress. They recommended that hospitality managers should be committed to creating a family friendly culture and offer support that reconciles work and family roles. Despite the above issues, there were participants who seemed to have a problem regarding work interference with family.

I can't talk on behalf of other people. I don't have a family, kids, a husband but I have siblings and my parents in another province. So, my work is my life at the moment. My parents know I that my work comes first and they work around my work and availability. Family responsibility is not yet applicable to me. (I-F1, 30-39, Hotel assistant manager, H2, GP)

For my side it's about dedication – if I am at work and have something at home and needs my attention, luckily for me I am still single and do not necessarily have to balance because my family is in Freestate, there is hardly anything I need to attend to, my manager will easily see if something

is not right with me and they will ask me and release me if need be. This work is my second family. (I-M1, 30-39, Assistant F&B manager, H4, WC)

Very difficult, my job comes first unfortunately – never married and I have a daughter. It has always been difficult, my daughter seeing the way I work so hard, coming late at home and leaving early for work. Now she is old, married, and very independent, she will never join the industry. She respects me for being a hard-worker. I am very old school and it's important I always tell my team. (I-F1, 60-65, Executive H/K, H6, KZN)

It's difficult... the company does not always look after personal life. But if my daughter is sick I can call sick and take sick leave and we have staff which is involved to the "I am kind programme" as teams that can help to fill the gap. This makes our work easy when we can help each other. Also we have family responsibility to look after your family. (I-F1, 40-49, F&B supervisor, H5, EC)

The dimension of work interference with family and family interference with work presents conflicting findings. Although, a number of participants stated that they had had negative experiences when it came to family support, there were some participants who felt that, by virtue of being single, they were married to their organisations and that work was a priority for them. These participants mentioned that they were single with no children/husband, and one had grown up children. While some participants seemed to show high levels of commitment, they were not hesitant to mention that, their work comes first and if there are any family issues, their bosses would gladly grant them time-off, or even notice that something was wrong with them. Perhaps, this is because they are always at work, working long hours with very little need to socialise or attend to family issues. Even though, these participants were single with or no children, they were not affected by work demands, which is contrary to previous literature findings (Namasivayam & Zhao, 2007:1220; Magnini, 2009:119), suggesting that the nature of hospitality work tended to affect single parents.

While the quantitative stage provided different results, suggesting no serious negative issues experienced in the dimension of work and family demands, some respondents found it problematic when changes are made to a work schedule (see sections 6.2.3 and 6.5.2). This is also evident in the findings provided by most participants in the qualitative stage. These findings were particularly insightful because research

participants expressed their favourable/unfavourable feelings towards rigid rules and regulations and the need for flexible arrangements in exchange for the long hours they work. Overall, both views, favourable and unfavourable, can be demonstrated on polar extremes where it could be said that there is a bias towards the HR system in providing employees with freedom and work flexibility. The other extreme viewed the organisation as lacking in care and fairness for its employees. Notwithstanding that there are participants who express either a favourable or unfavourable view, other participants provided a more moderate and simple view. In this sense, this is the point where, an opportunity for high levels of normative OC, based particularly on employee-manager relations, might be capitalised on.

5.2.3.2 HRM 2: Financial work characteristics

Work performance rewards/compensation is the second HMR practice assumed to affect OC levels among the participants. They have a role to play on the OC of frontline employees and in turn, determine the level of service quality delivered to customers (Malhotra & Mukherjee, 2004:164). Previous research (Heskett *et al.*, 1994:173; Malhotra & Mukherjee, 2004:164; Ashill, Rod & Carruthers, 2008:441) explained the important association between work performance rewards and employees taking ownership of customer problems and complaints. Ashill *et al.*, (2008:441) added that performance rewards are not only important in incentivising employees to deliver high quality services, but also in motivating them when dealing with customer complaints.

The quantitative results in this study (see Table 6.16) provided similar evidence where frontline managers reported that they were rewarded for satisfying customers and dealing with customer complaints. More than service quality, Heskett *et al.* (1994:164) highlighted that an organisation's reward structure has a significant impact on employee satisfaction and OC. These insights highlight that when employees perceive reward systems and policies as a genuine commitment by management, they are more likely to possess high levels of OC. However, in spite of the above, some participants perceived their hotels as lacking the right financial rewards/compensation. To explore the above, the following quotations represent participants' views about work performance rewards:

Financially, give credit and say well done to staff. Provide "Rewards", employee of the month, just to appreciate the hard work – to show that you

see what they do. People must know if they are doing good or bad. (I-M1, 40-49, Chef instructor, U1, WC)

At the moment we have a reward system called “I am kind” – when you are caught doing something nice to a guest or employee you get point and end of the month you get a food voucher. For example, R5 may be contributed for doing something nice for another employee. You can change the points for airtime, restaurant, or shopping. The programme is applicable for all levels of the employees, including managers and lower employees. People want to know that what they are doing is recognised. (I-F1, 30-39, Hotel assistant manager, H2, GP)

Make sure that you pay employees at least above minimum wage level and giving them as much as you can. Your number 1 expense should not be cheating employees, pay bonuses at the end of the month. Also try to get people study for higher qualification. Guest compliments must be shared with employees and congratulating them in a public space. In birthdays, buy a cake and celebrate with employees. They must feel appreciated and rewarded at work because they spend most of their time at work. (I-F1, 26-29, University hotel general manager, U3, EC)

The commitment is low because we are misunderstanding the commitment and goals of the organisation, people just want money. Staff needs to understand the vision and mission and goals of the company. All these needs to be revisited, it needs to be workshopped to look at specific development. Creating more understanding for skills, knowledge and remunerate people according to market. (I-M2, 40-49, Professional cookery lecturer, U2, GP)

Training is one dimension that is used to motivate, staff development. However, remuneration that is line with what people contribute in the workplace should be considered, because I think a person should be remunerated according to what they give. (I-M1, 30-39, Service management lecturer, U3, EC)

Money, we all want money... pay a good salary and fair treatment. We want an easy working environment for example; to have enough working

equipment in the restaurant makes your life easy. You can't have two computers in the reception yet you have to check-in five guests. The company must provide staff transport – staff are staying far and wake early in the morning to be at work and are mugged coming to work. (I-F2, 30-39, Guest-profiling manager, H4, WC)

We have motivational programme like the "I am kind programme" which gives points to someone (an employee) who is doing well. I have to give that person doing great job money in the form of a voucher as a reward depending how many times the person has been mentioned by the guest. This is keeping everyone up to the standard because they want to have the reward. This helps keep up the service (I-F1, 40-49, Food and beverage supervisor, H5, EC)

In my company – I would say maybe not a lot of things I am not happy about. For example, I have been pulling long hours and double shifts, so if I go to my manager and request weekend off or attend family matter and he/she says no, I get demotivated. Also, pay salary, I have the problem for being paid the same as the person that came after me but doing the same job. I started in the hotel industry in 2003 and have been here more than five years but get same salary with new people started two years ago. (I - M1, 40-49, Assistant food and beverage manager, H7, KZN)

These participant's statements affirmed that performance rewards, bonuses, and compensation have additional impetus not only to enhance the motivational process but also to assist in the employee OC building process. These findings are congruous with the modified research model (see Table 6.16), where financial recognition for good work performance was found to have a direct influence on employee OC and customer service levels (factor-item loading of 0.76-0.915).

More remarkably, the impact of financial factors, performance reward systems or compensation in particular, on employee OC, corroborated the theoretical contention and connoted its impact on customer service and commitment as well. This emanates from the different perceptions of the participants, hence, some participants were found to have recognised its direct effect on customer service as well as commitment. These participants perceived that performance rewards or compensation might strengthen

the relationship, and in the process maximise customer service satisfaction; relative advantage in the relationship.

5.2.3.3 *Participant's opinion/understanding of the Ubuntu concept*

As was explained in section 4.3.1, the qualitative stage was a vehicle for conducting initial exploratory research, which was grounded on inductive and deductive research approaches with the main aim of providing a greater understanding of the nature and scope of *Ubuntu*. The data analysis process was explained in section 4.5.4, where a combination of interrelated data analysis procedures were performed. However, since the dimension of *Ubuntu* was explored initially to understand its nature, and antecedents in the workplace, the main data analysis procedure used was the one recommended by Strauss and Corbin (1990:12-14). From the interview transcripts, it was possible to derive the participants' views on the themes arrived at during the analysis. These discoveries helped to generate the participants' opinions and interpretations of the *Ubuntu* concept.

Although, the summary encompassing an understanding of the *Ubuntu* concept provided in Figure 5.1 only reflects participants' opinions, evidence showed that participants tended to reflect on distinctive elements of *Ubuntu*, which was in line with most conceptual elements identified in the literature. The detailed findings provided in terms of the distinctive elements provided by the participants are evident in Appendix M. Therefore, the two main categories presented in Figure 5.1 reflect the *Ubuntu* elements, and are in accordance with the participant's views (see Appendix M). Such elements can be seen as representing the accounts of participant's reflection on manager-subordinate relationship (expressing that both need each other), and emphasising that the success of a manager depends on people working for him/her (see section 5.3.1). Others reflected on negative issues such as managers not obtaining the views of employees on how to improve the work environment, or separation of unity, whereby managers tended to distance themselves from teams (individualism).

Some participants indicated that *Ubuntu* is sometimes perceived as a culture associated with African people and the letting go of old ways of thinking. These reflections indicated that some people's views on organisational practices were based on their experiences and that to which they are accustomed. Most participants, when

asked about their opinion on elements of *Ubuntu*, replied according to the statements summarised in Figure 5.1.

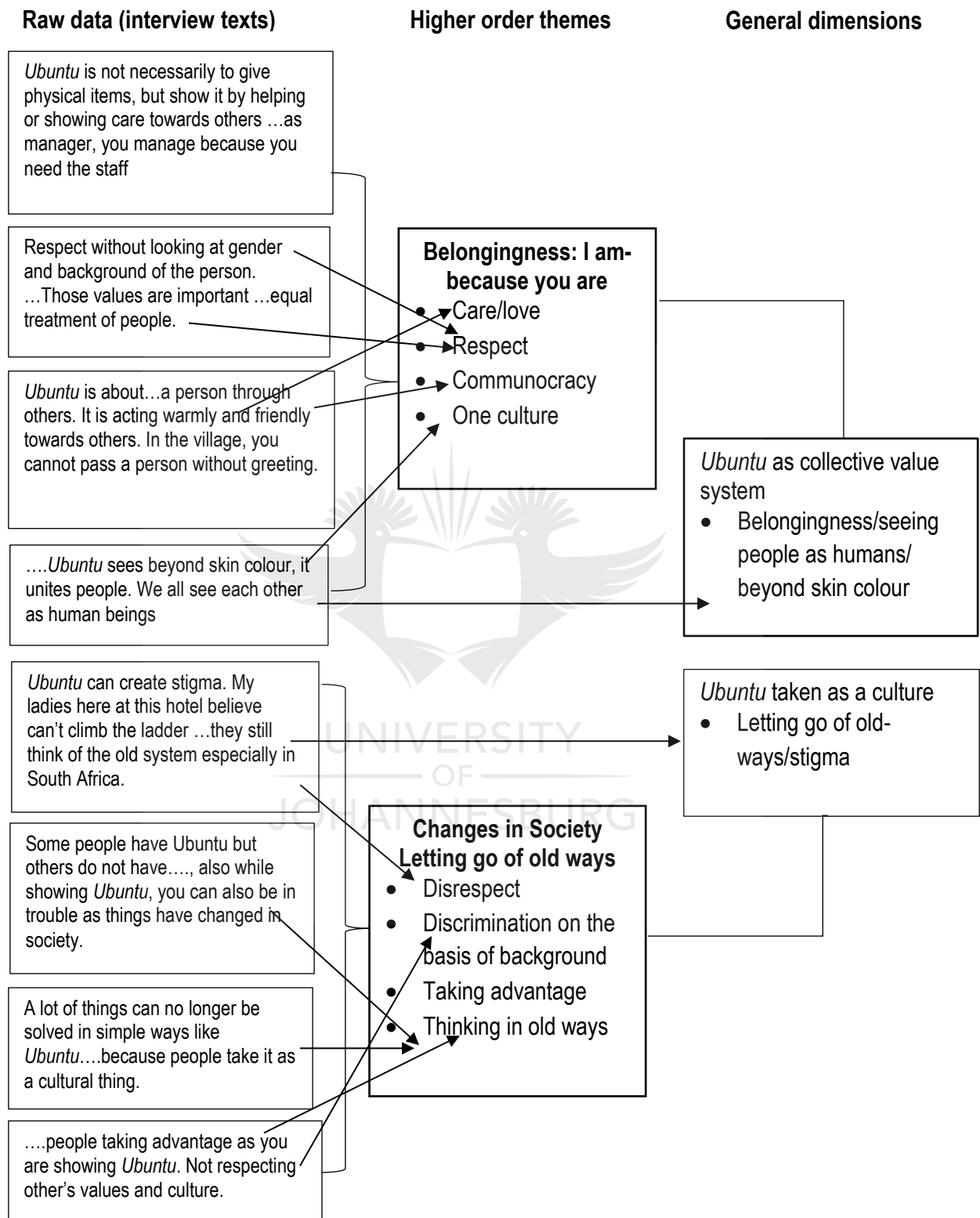


Figure 5.1: Participants' opinion of *Ubuntu*

Furthermore, in terms of belongingness, the participants were very unapologetic about managers who distanced themselves from junior managers and staff alike. They emphasised their expectation that top management have to be team players, must be close to staff, thus, being there physically and emotionally. These reflections were consistent with slogans identified in the literature like *Umuntu ngumu-ntu ngabantu*. Although this 'belongingness' view does not necessarily mean that each participant was promoting the supremacy of *Ubuntu*, each of them was consciously aware that creating and maintaining unity and social relationships is a process that is complex and could be impeded by different cultural backgrounds. In this sense, understanding of these perspectives is crucial, as this contextualises perceptions and feelings of people on the ground towards their experiences of *Ubuntu* in the organisation.

While the findings regarding the nature and scope of *Ubuntu* revealed mixed perceptions and experiences in the organisation, with co-workers, and as a consequence of OC; most participants recognised the importance of *Ubuntu* elements as both negative and positive. They viewed compassion, survival, group solidarity, and respect and dignity as significant influences on the extent to which they felt committed, which in turn appeared to lead to social cohesion and teamwork. The quantitative results revealed these dimensions (see sections 6.2.6 and 6.5.5). The overall analysis of the above dimensions/antecedents of OC suggested, to a certain degree, that HRM practices, organisational support (work/supervisor and family), JS, and *Ubuntu* values were associated with employee OC. The qualitative study shed light into other issues, included in discussions of the four main proposed antecedents and consequences introduced in the theoretical background in Chapters 2 and 3. It is evident from participants' stories that the higher the level of OC at any hospitality organisation, the higher the levels of HRM practices, support, JS, *Ubuntu* values, and service quality behaviour. Participants also had something to say about the likely consequences of OC dimensions, the next section deals with the dimension of *Ubuntu* as a moderating variable between frontline managers' OC and service quality performance.

5.2.3.4 *Consequences of Ubuntu practicing organisations on employee OC and service quality behaviour*

Findings indicate that both, direct and indirect flow of evidence developing in practice, as reflected by the participants, partially supported the outcomes of employee OC as highlighted in the literature review chapters. The assumption was that participants who

had great respect for a leader, resulting from being provided with genuine feedback on their performance, were found to have 100 per cent commitment. The participants who felt they had a degree of respect and fair treatment from their managers were less likely to feel alienated. They felt that such respect for all employees resulted in a healthy work environment and with the presence of *Ubuntu*, findings showed that the participants would do anything, and were prepared to die for their manager. As such, good workmanship, reduced staff turnover, togetherness, teamwork, service quality performance improvements, and customer care were expected to be the immediate result of an *Ubuntu* management style and employee OC.

This suggests that positive feedback, respect, and managers' physical presence hinges on management commitment in satisfying the employee, whose satisfaction might lead to high levels of commitment, and delivery of the promised service to the customer. The findings, as demonstrated by the participants' stories, suggested that committed employees appeared to be more satisfied and happy with their jobs than those who are not committed, suggesting that there might be a positive relationship not only between HRM practices associated with financial rewards, but also between OC and the style of management (non-financial factors). Thus, viewing the preceding analysis, evidence suggests that there is a relatively direct link between the work environmental conditions of OC, HRM practices, work and family support, employer-supervisor relations, JS, *Ubuntu* values, and the consequences of OC, which are happy employees and improved customer service quality behaviours. Through these mixed experiences and various perceptions of different participants, a summary of the chapter findings is given in the form of a conclusion in section 5.4, after the Delphi survey results are provided.

5.3 STAGE 2 FINDINGS: DELPHI RESEARCH

In this section, the focus was to ascertain the degree of consensus as to how the participants viewed *Ubuntu* in terms of measuring its premise and management practice, based on the developed measures and work experiences in their organisation. Overall, the overview of Delphi findings focused on the following components:

- Nature and profiles of the participants;
- Participants qualitative inputs into the Delphi study;

- Measurement scores based on three-rounds; and
- Interpretation of group consensus building.

5.3.1 Profiles and nature of participants

Table 5.4 shows that among the eight participants that took part in the Delphi study stage, the ratio of males to females was 6:2. Notably, the largest proportion of this sample population, was 75 per cent (n=6) representing South African black hospitality frontline managers and academics, while 25 per cent (n=2, 1 white and 1 coloured) comprised South Africans with good theoretical knowledge of *Ubuntu*. These participants were aged between 26 to 49 years.

Table 5.4: Profiles and nature of Delphi participants

Demographic Variables		Frequencies (N=8)	Academics/ researchers (N=4)	Tourist hotel frontline managers (N=4)
Gender	Male	6	3	3
	Female	2	1	1
Age	Under 30 years	1		1
	30-39	3	1	2
	40-49	4	3	1
Ethnicity	Black	6	3	3
	White	1	1	0
	Coloured	1	0	1
Language	Xhosa	4	1	3
	Zulu	1	1	0
	Ndebele	1	1	0
	English	2	1	1

As indicated in Table 5.4, the composition of the purposefully selected sample of Delphi participants was diverse in terms of field of work, job status and demographics. These included four frontline managers working in hotels, and four professional academics comprising one full professor, one associate professor, one senior lecturer and one lecturer, the latter four involved in teaching and researching service management and values-based leadership.

Overall, six of the eight participants contributed to the Delphi survey from round one to round three, after which group consensus was reached among them (see section 5.3.2). Prior to the presentation of the quantitative scores that show participant's agreement/disagreement, extracts from some participant's (5 of 8) qualitative input relating to the *Ubuntu* phenomena, is provided.

The Ubuntu questions do capture adequately measuring the interdependence, respect for dignity of others, solidarity and teamwork culture. I am, however, of the view that in a hospitality environment, it is important to also formulate questions that seek to measure the commitment to provide service to others in the spirit of harmony. I also feel that there is an element of trust, which in my view plays a big role and could be a challenge in practicing the principles of Ubuntu. (I-M1, 30-39, Restaurant manager, U1, GP)

I have read through the document and in my humble opinion I could not find anything that needed to be amended, but can add something like a genuine honesty/integrity about my manager as well as interaction with staff and the customer. (I-F1, 26-29, Manager services, U2, EC)

I suggest that you change the statements to positive so that you do not have to re-score when time comes for coding. Although compassion items should be more user-friendly – characterised by good psychometric properties, yet it must have more measurement statements. Previous studies could be reviewed to establish "compassion scale". The scale should be usable to foster understanding of the impact compassion has in various environments. Further, I think this scale (respect and dignity) could be broadened for it to be wholesome. Measurement items in this section may not conclusively solicit data to fully establish the sense of "coherence" within the organisation. (I-M1, 40-49, Academic professor, U3, WC)

Commenting on respect and dignity, I would add questions/statements like: My manager always greets me whenever he/she sees me. I feel a genuine authenticity/realness/honesty/integrity about my manager and this is demonstrated in his/her interaction with me and the guests alike and a feeling that the manager has my back and will support me to achieve my goals, (I-F1, 40-49, Academic lecturer, U4, WC)

One of the participant's comments/input in the Ubuntu construct was to include collectivism in Ubuntu and this question was posed, "What about the principle of collectivisms?" It might be very important considering that SA is a multi-racial country. I "becomes -"We". We move away from "We Blacks" and move towards "We South Africans" (I-M, 30-39, Senior lecturer services, U5, MP).

During round one of the Delphi study, some participants provided qualitative insights about the phenomena of *Ubuntu* generally based on the four constructs (compassion, group solidarity, survival, and respect and dignity) that were given to them to evaluate. Additionally, all eight participants participated in scoring the pool of original 26 measurement items of *Ubuntu* developed from the literature and from the qualitative stage's insights. Their average scores in terms of ascertaining their agreement/disagreement were used to establish whether group consensus was adequate to cease the Delphi stage research. The next section discusses the strength of support that the participants provided.

5.3.2 Group consensus: The strengths of support (consensus)

When the participants were requested to evaluate the *Ubuntu* item measures, they associated a constellation of five *Ubuntu* values, the first four being compassion, group solidarity, survival, and respect and dignity. These values aligned with the four-collective values model of *Ubuntu* (see Figure 3.4). The fifth value, collectivism, emanated from the qualitative input in round one, and was considered for inclusion in the subsequent rounds two and three, whereby its relation and appropriateness as an *Ubuntu* element was also assessed. Not surprising, the association of collectivism with *Ubuntu*, was recommended by Hofstede (1980) and House *et al.*, (2004). Of those five *Ubuntu* elements, the highest ranked mean scores were: respect and dignity (3.66), group solidarity (3.69), and survival (3.72) for round 1 (see Appendix N). Subsequently, Delphi round two was administered, and the participants scored the measurement items for each *Ubuntu* element achieving mean scores ranging from 4.75 to 5.5 (see Appendix O). During this process, 10 new measurement items, which the participants felt were important representations of *Ubuntu*, were included in round three. As a result, consensus agreement with these new measures was assessed. In round three, the mean score of 4.1 for collectivism, ranked the highest. The other measures:

compassion, survival, group solidarity, and respect and dignity ranged from 3.4 to 3.7 (see Appendix P).

Although the sample of eight participants was relatively small for this Delphi stage, the level of group consensus employed was based upon the number and aims of Delphi and quantitative stages of this research (Hasson *et al.* 2000:1011). Accordingly, Hasson *et al.*, 2000:1011) found that an acceptable level of consensus might range from 51 per cent to 80 per cent. In addition, Crisp *et al.* (1997:117) questioned the value of using percentage measures, arguing that the stability of the responses through a series of rounds should serve as a more reliable indicator of group consensus. Moreover, the trustworthiness of the findings in this Delphi study was also discussed in section 4.6.2. The Delphi scores, in terms of showing agreement and consensus, was assessed is presented in a Microsoft Excel spreadsheet (see Appendices N to P).

5.3.3 The interpretation and discussion of Delphi findings

This section reports on the empirical research that aimed to identify the constellation of *Ubuntu* values and measurement items for management behaviours denoting effective *Ubuntu* style of management. Group solidarity, respect and dignity, survival, and collectivism were ranked highest by the Delphi participants (mean scores of 5 to 5.5), particularly in round two. Thus, collectivism ranked higher than the other four elements of *Ubuntu* in round three. Before this empirical study, only four of these five *Ubuntu* elements (compassion, group solidarity, survival, and respect and dignity) had been identified by the extant literature and for the most part in the qualitative interview accounts of the participants during data analysis of the qualitative stage. This suggested that, while “collectivism” seems to fit well within the values framework of *Ubuntu*, the construct is seldom noted explicitly in *Ubuntu* literature. Therefore, this limited focus on collectivism may be explained by the fact that, most African writers and other academic scholars of *Ubuntu* have yet to substantively incorporate the cultural dimensions of individualism-collectivism and power distance as propounded by Hofstede’s (1980) seminal work into their theoretical models.

5.4 CONCLUSION

This chapter presented the perceptions provided by hospitality academics and tourist hotel frontline managers to explore participant’s insights into the phenomena of OC and cultural influence of *Ubuntu*. This was followed by the Delphi study findings, which

sought to refine the measurement instrument, particularly the pool of items measuring *Ubuntu* in a hospitality organisation. Before introducing the quantitative stage results, a number of points are worth presenting as a summary for this chapter.

The central tendency of the above participants' excerpts seemed to be positive towards staff with a passion for the tourist hotel industry, and negative towards the organisation's system, culture, and structure (rigidity). Some participants thought that employees were flexible, loyal, and responsive to organisational goals, but perceived HRM practices, and rules as barriers created by the system, which hindered work flexibility and employee well-being, and in turn, commitment to providing consistent service quality. Some participants were concerned with existing financial rewards/compensation, fairness, care, and work arrangements. They thought that existing performance reward systems were not consistent with what they give, but seemed to appraise supervisors and co-workers for trying, managers' physical and emotional presence, courtesy, and teamwork.

A number of insights with regard to the emerging themes were revealed from the above findings. These included, HRM practices associated with financial rewards and non-financial work characteristics, work-to-family support, employee-supervisor relations, JS, belongingness: 'I am because you are', societal changes/letting go of old ways. While those interviews revealed mixed perceptions and experiences towards the conditions or determinants and consequences of employee OC, most participants recognised the importance of non-financial dimensions. They viewed respect, courtesy, fairness, work and family support, feedback, and employee-supervisor relations as significant influences on the extent to which they feel highly committed and this in turn appears to lead to customer service quality performance. Chapter 6 presents a different method of investigating the same relationships. Using multiple research methods of investigation in this thesis intended to provide strong support for the hypotheses relationships guiding this programme of research.

Chapter SIX

Interpretation of Quantitative Results: Testing the Proposed Research Model of OC

6.1 STAGE 3 RESULTS: QUANTITATIVE SURVEYS

This chapter presents the third and final quantitative of this programme of research. A combination of qualitative research and a Delphi study for stages one and two respectively, were addressed in Chapter 5. These two studies provided a more informed understanding of the *Ubuntu* concept by ascertaining what hospitality frontline employees and hospitality academics commonly perceived as *Ubuntu* collective values (referred to as elements) and developing a quantitative multidimensional scale for this construct.

This chapter builds on these preceding studies by empirical testing of the research model of hospitality frontline managers via quantitative research. More specifically, this stage sought to cross-validate and refine the elements of the *Ubuntu* concept measures developed in stages one and two, and then cross-validate the OC measurement model. In particular, stage one explored the level and perceptions of frontline managers' and the *Ubuntu* style of management in their work environment. Therefore, it was important to check if the factor structure of the *Ubuntu* notion, OC, and other constructs measured in this study, supported the constructs that they were intended to operationalise. The next section, part one, presents the descriptive and EFA results for the measurement of the research model for the key constructs. Results relating to the hypothesised relationships of the proposed model are presented in part two.

6.2 PART I: PRELIMINARY TEST OF THE MEASUREMENT MODEL

This section focuses on providing an overview of the descriptive analysis of the data. The chapter covers three broad parts, namely, descriptive analysis, factor analysis, and hypotheses testing. The discussion of the demographic dimensions of respondents (gender, age, education, ethnicity, marital status, hotel star grading and job profile and department) provided a broad understanding of tourist hotel

accommodation frontline managers investigated in this study, and helped prepare for a better understanding of the data analysis in general.

What follows are discussions on frontline managers' level of OC and relevant predictors in the context of South African tourist hotel environment (HRM practices, work to family conflict, PSS, JS and *Ubuntu*). Section 6.2.6 discusses empirical results of both validity and reliability and is preceded by a descriptive and exploratory factor analysis for part one. Thereafter, part two discusses the dependent and independent variables and consequences of OC as emerging from the assumption of exploratory structural equation modelling.

6.2.1 Sample demographic and data screening

This section is concerned with presenting a descriptive analysis of the quantitative study's sample to provide an overview of the participants' demographic variables. As with similar studies (López-Cabarcos *et al.*, 2014; Dhar, 2015; Astakhova, 2016), these variables were referred to as control variables. It should be noted that some demographic questions were not answered by every respondent, hence the variations in the frequency numbers. The descriptive analysis was used in this study to assess the respondents according to specific demographic characteristics (age, gender, education, marital status etc.). The remainder of the frequency distributions regarding respondents' demographics are provided in Appendix Q.

6.2.1.1 Gender

The demographic profile of the respondents revealed a high level of polarisation regarding gender distribution. Although the demographic characteristics of the respondents had no direct impact on the analysis of this study, Figure 6.1 shows that the majority in terms of gender were females (n=130), while male employees accounted for less than 40 per cent (n=81) of the total sample. Reporting this kind of information in this study could help provide a generalised view as regards male and female employees in the hospitality sector generally, and in South Africa specifically.

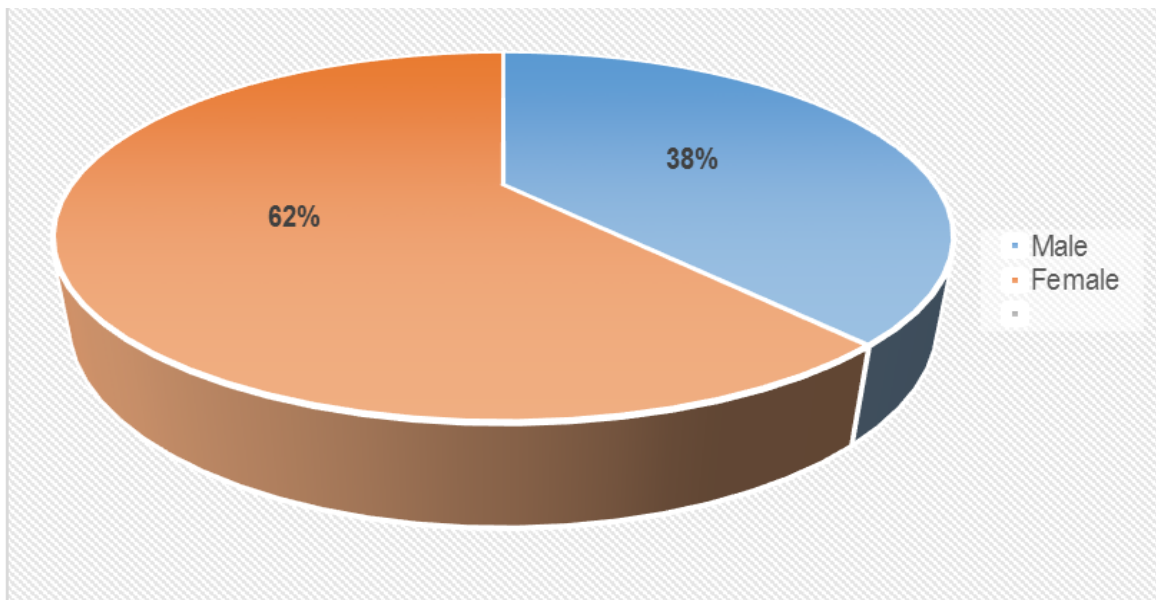


Figure 6.1: Gender distribution

Even though Dhar (2015:422) suggest that hospitality has been considered a male profession, the distribution in this study is not unusual in the hospitality sector in South Africa. Over 50 per cent of the workforce in tourism sub-sectors, of which hospitality is the major component in South Africa, comprises women. For instance, a report by CATHSSETA (2012:21) indicated that between 2005 and 2011, the overall tourism sector, encompassing, culture, arts, tourism, hospitality, and sport, in terms of gender profile was 56 per cent female and 44 per cent male in 2011. By 2014, CATHSSETA (2014:63) reports revealed that black female employees made up the largest ethnic group constituting 63 per cent, with only 22 per cent black males.

The above results are interesting given that the hospitality sector management positions, tourist hotel accommodation in particular, tend to be male dominated. This is particularly so in some hospitality contexts outside South Africa, where males were still dominating in other BRICS countries like India (Dhar, 2015:422). Accordingly, Dhar (2015:422) attributed such a bias to an organisational culture, patriarchy, hierarchy, and sex discrimination as dictated by gender power structures. In sharp contrast, the gender distribution in European countries like Portugal, seem to have improved, as it showed a very small difference of 49 per cent female and 51 per cent male (López-Cabarcos *et al.*, 2014:4), similarly, in both the United States and Japan the gender characteristics of respective hospitality samples revealed equal gender distribution of 50/50 (Astakhova, 2016:959).

6.2.1.2 Age

As shown in Appendix Q, just over 40 per cent of the respondents were aged between 31 and 40 years, followed by those aged 30 years and younger (32.2 per cent). The remainder of the respondents, aged between 41 and 65 years, constituted less than 20 per cent. Given the study population, this suggested that frontline managers of three- and four-star tourist hotel accommodation consisted mostly of the respondents between the ages of 25 and 40 years. Not surprising, the mean respondent age of 36 in this study, was consistent with the average age of 35 years in all sub-sectors within the CATHSSETA scope (CATHSSETA, 2014:24). The same source reported that only three per cent of employees aged 55 years and older. In this study, there were 19 employees aged between 51 and 60 years (0.9 per cent) and only one (0.5 per cent) aged 61 years and older. Past hospitality studies already highlighted similar results in that, a mean age of between 37.7 (López-Cabarcos *et al.*, 2014:4) and 39.66 per cent (Astakhova, 2016:959) was reported as a norm.

6.2.1.3 Education

As can be seen in Appendix Q, it is interesting to note that over 60 per cent of frontline managers at tourist hotel accommodation had either a post-matric (hospitality certification) or a national diploma. It is also worth mentioning that this may be because the percentage of younger employees below 40 years old constituted over 70 per cent of the total sample. These increasing figures in terms of qualifications are interesting for a number of reasons. First, in the past, the nature of hospitality work allowed for easy entry with no minimum requirements for a qualification. Most people made their way up the ladder with no qualification.

Just over 21 per cent hold a grade 12, while the rest hold a grade 11 or less (see Appendix Q). This number almost coincided with the percentage of respondents aged 41 years and above. Thus, a high number of South African universities and colleges offering hospitality diplomas and certificates, suggested a higher supply of labour able to meet the demands of the hospitality industry. In addition, the availability of staff aged between 25 and 40 years with qualifications is not a major problem. This is evident in the majority of employees being aged 40 years and below, as reported in section 6.2.1.2. Furthermore, over six per cent of the respondents held a four-year degree.

6.2.1.4 *Ethnicity*

Just above half (50.7 per cent) of the total sample represent black South African frontline managers, followed by 29.2 per cent white. Other ethnicities comprised coloured (15.6 per cent) and Indian/Asian (4.2 per cent), which made the remainder of the sample (see Appendix Q). These numbers differed with those reported in 2014 by CATHSSETA stating that black African employees comprised 69 per cent, followed by white (15 per cent); coloured employees (12.5 per cent) and Indian employees (3.5 per cent) (CATHSSETA (2014:50).

More specifically, CATHSSETA (2014:50) highlighted that compared to white colleagues, 39 per cent of black African employees as managers were employed in either middle or junior management positions, in cafes or restaurants and hotels. The report further highlighted that there were very few black African employees employed in senior management positions (27 per cent), and only seven per cent in travel agencies (CATHSSETA, 2014:51). As is the case in the results of this study, the link between ethnicity and job titles is given in section 6.2.1.7.

6.2.1.5 *Marital status*

Of the respondents, 107 (50.7 per cent) were single, and 31.8 per cent were married with children (see Appendix Q). The number of single frontline managers in this study was not surprising. This could be attributed not only to the nature and the demands of hospitality work, but also to the age differences of single respondents, between 25 and 40 years. However, the reasonably large number of respondents (31.8 per cent) who are married with children cannot be disregarded. Not many studies included marital status in their analysis when studying employee OC (Huang & Hsiao, 2007:1273; Rego & e Cunha, 2008:64), and these studies found that older, married employees, particularly females, tended to be more committed to their organisation than younger, single employees.

6.2.1.6 *Hotel star grading*

The population of this study was defined as frontline manager employees of three-to five-star tourist hotel accommodation. As shown in Figure 6.2, nearly half the hotels (n=100, 47 per cent) were four-star graded, followed by three-star graded, (n=88, 40 per cent). The five-star graded hotels accounted for the smallest number, (n=28, 13 per cent). The fundamental importance of studying three- to five-star hotels was the

emphasis on commitment to service quality, which was evident in several other investigations (Zopiatis *et al.* 2014:133; Akgunduz, Dalgic & Kale, 2016:48).

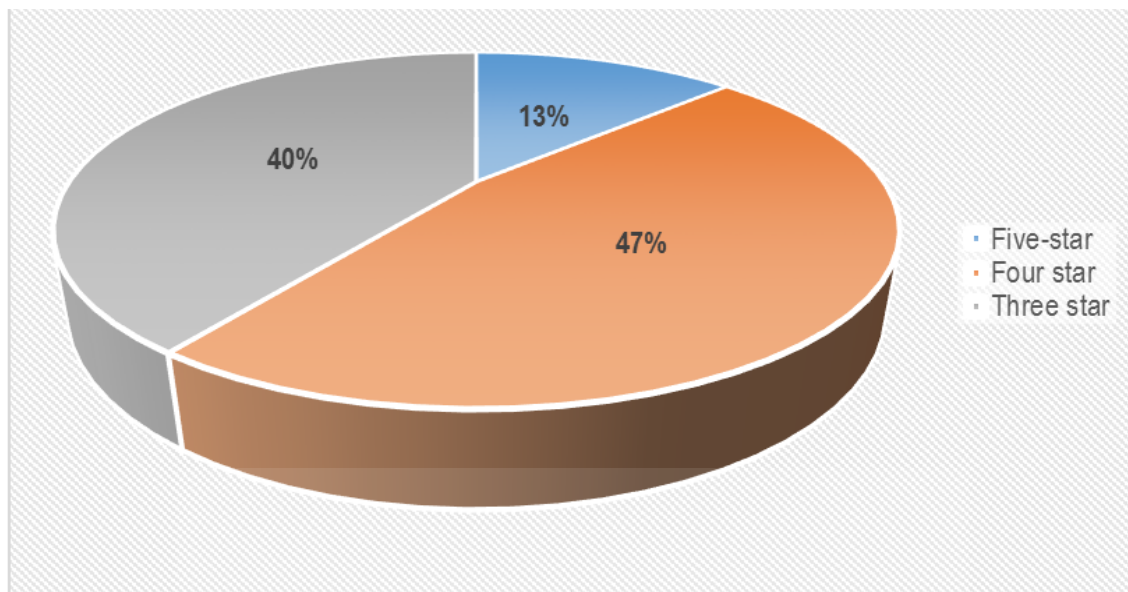


Figure 6.2: Hotel star-grading

6.2.1.7 Job profile and department

As shown in Figure 6.3, 41 per cent (n=88) of the total sample were frontline managers followed by supervisors or coordinators/shift leaders (n=78). Assistant frontline managers constituted 22 per cent (n=46).

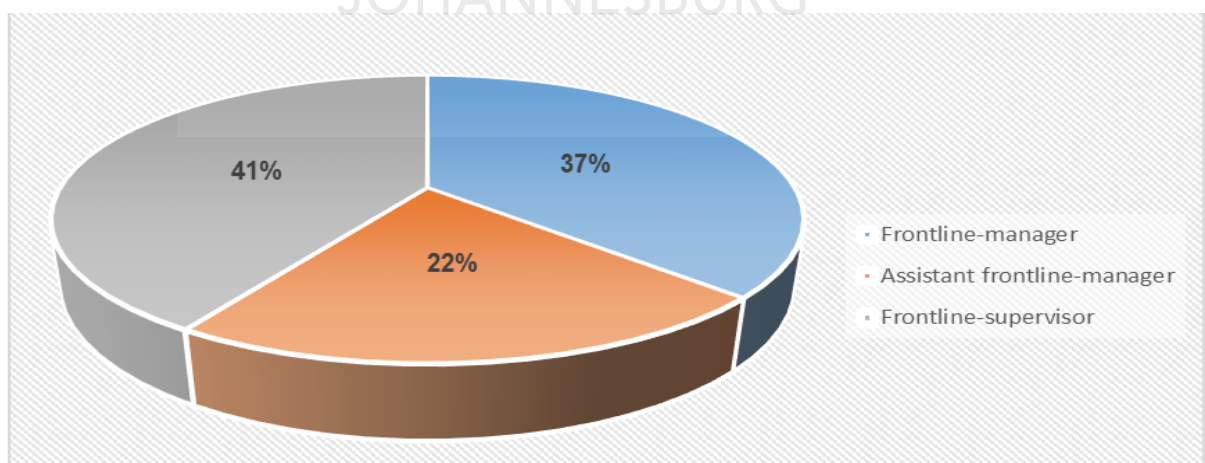


Figure 6.3: Respondent's job profile

The frontline managers were the main target group, the ones who work in direct contact with customers, thus, spend most of their time directing and supervising others. Both, the department and frontline managers were units of analysis in this study. Other research sampled employees in the front office, housekeeping, and food and beverage departments (Akgunduz *et al.*, 2016:48). The departments covered in this study suggested that a convenience sample of hotels and frontline managers was used.

Further, in linking the job titles with the department for which the frontline managers worked, all of them held jobs as front-office, housekeeping, restaurant, or banqueting/conference managers (Appendix Q). When combined, the food and beverage department jobs, which include restaurants, banqueting/conferencing, and kitchen, accounted for 20.4 per cent each, and housekeeping, 11.4 per cent. The remainder of job profiles and departments (28 per cent) constituted 'other', which entailed guest-profiling, managers/supervisors, and duty managers, all of whom dealt with customers on a day-to-day basis.

CATHSSETA (2014:47) reported that other than hotel managers working in front office and housekeeping, the most common occupations at this level were found in restaurants, cafes, and catering productions. Furthermore, according to various South African ethnic groups, black African, coloureds, and Indians/Asians held mostly junior management positions, compared to their white counterparts. According to CATHSSETA (2014:47) 48 per cent of white managers still held the top 10 management occupations, while black African and coloured managers held approximately 35 and 11 per cent respectively. CATHSSETA (2014:47) recommended that various interventions, such as a management development programme and making study bursaries available, could be used to address these discrepancies in the sector.

6.2.2 Examination of data entry and missing data

Conducting the data analysis in this study first entailed rigorous examination of the data entered into SPSS, and then, handling of missing data. It was significantly important for this research to conduct diagnostic measures and ensure precision for a greater understanding of the data, and subsequently, data analysis (Hair *et al.*, 2010:21). The data entry process was meticulous and precision gained by performing several steps, including a double check of all data entries, to determine if any cases should be discarded. All entries were verified case-by-case, then a second check of

the entire data set was performed by both the researcher, through data capturing on SPSS, and verification by the statistician. The next step entailed conducting and verifying of descriptive statistics, frequency distribution, mean and standard deviation (see Appendix R), followed by EFA, which helped with examination of factor structure postulated to represent the predictors of frontline managers' OC. The verification process showed that, frequency distribution yielded no mistakes. During the process of imputing missing values using maximum likelihood estimation (ML), only a few cases had missing data. With the understanding of the missing data and utilising the above diagnostic measures, not only did it help with the grasp of the 'big picture', but also to know where to look for alternative formulations of the original model, which aided in the final model fit (see Appendix Q) (Hair, *et al.*, 2010:21).

A thorough examination of all returned questionnaires (n=212/336), highlighted that five measurement scales contained missing data as follows: one for HRM practices, two for job satisfaction, one for *Ubuntu* values, for internal service quality, and four for service quality performance questionnaires. Among these construct measures, the 12 questions constituted about six per cent (5.66 per cent) of the overall questionnaire having missing data (unanswered items). Such cases were omitted from the preliminary analysis (see Appendix R). Although the above percentage is very small and below 10 per cent, it is important to note that a mixture of Likert scale and semantic differential scale were used to reduce common method bias in the responses.

The reason for missing data in the highlighted measurement sections above could be the result of the respondent's lack of familiarity with the semantic differential scales. In total, eight questionnaires had missing data in the five measures indicated above. This, perhaps, was due to fear that the questionnaire may end-up with their superiors or because of respondents' unfamiliarity with multiple differential scales. Although a few missing responses were found in this study, 212 usable questionnaires, out of the 336 distributed, were retained in this research which accounted for a 63 per cent response rate as mentioned in Chapter 4. To this end, the accuracy of the data entry into the data set before estimation and measurement of the model was deemed sufficient. The conditions/predictors of frontline managers OC are now explored.

6.2.3 The descriptive statistical results of frontline managers' OC

In this section, the OC levels among frontline managers were illustrated with six motivational conditions (HRM practices, WFC role interface, PSS, JS, ISQ, and

Ubuntu) as antecedents, and how these influenced service quality performance (SQP). Excluding HRM practices and JS, all measurement items consistent with the above constructs were measured according to a five-point Likert scale (1=strongly disagree; 3=neutral, 5=strongly agree) (see Appendix F). As discussed in section 6.2.1.1 to 6.2.1.7, the analysis was based on individual factors providing detailed and specific information about a group of related items in each factor. Thus, the presentation of results in part one begins with the main dependent variable, in this case, OC as a multidimensional construct (AC, CC, and NC).

6.2.3.1 *The dimensions of OC*

The OC scale was based on three components, AC, NC, and CC. However, minor modifications were made on certain items to suit the target population of this study. This section presents the modified statements that were used and reports the descriptive results in terms of mean scores, standard deviations, and scale reliability statistics (see Appendix R).

As shown in Table 4.7, the three components of the OC scale (AC, CC, and NC) are based on the OC literature (Shore *et al.*, 1995:1615; Labatmediene *et al.*, 2007:202). The adopted scales (see Appendix R) were used to test the model of hospitality frontline managers' OC in this study. Minor modifications were made to some items as explained in section 4.7.3. The respondent's level of OC in terms of dimensionality is discussed in section 6.2.4.1.

The results indicated that the respondents from the tourist hotel accommodation sub-sector in South Africa tended to view commitment from an attitudinal perspective demonstrated by a high state of AC. This was demonstrated by the above average mean scores (3.74, 3.79 and 3.94) suggesting a more positive employee attitude about their own contribution to the hotel. The respondents felt that they would be pleased and more willing, knowing that they had contributed to the hotel (4.21). Again, when assessing the calculative component, respondents seemed to be relatively uncertain whether leaving their current employer would equate to any sacrifice (3.60, 3.79). They did not think that staying with the hotel was a function of the few job options out there in the market (2.76).

The above was explained by the tendency of the respondents to want to be part of the family and contribute positively to the organisation. In contrast, the respondents

seemed to be neutral about whether finding a better job elsewhere would be the right thing to do or not, and whether it was still relevant for a person to remain loyal to one organisation (2.85, 2.96). This was complemented with a positive mean score of 3.86, which reflected that respondents believed employees should remain loyal to their employers. Overall, the above OC results could also be explained by the fact that during the qualitative interviews, many of the participants declared the need for more discretion and freedom to deal with customers (see Chapter 5). Next, the descriptive statistics of the independent variables or predictors of frontline manager OC is provided.

6.2.3.2 *HRM practices as predictor (antecedents) of frontline managers' OC*

The scale used to measure the degree of HRM practices associated with recruitment and selection, training and development, compensation (financial rewards), as well as employee retention is taken from various studies (Eisenberger *et al.*, 2002:568; Kim *et al.*, 2005:179; Browning, 2006:1334) as discussed in section 4.7.3 (see Appendix R). In terms of the three elements of HRM practices, the respondents rated these favourably. However, the respondents felt that the recruitment and selection of the right persons (3.70 and 4.04) with the right skills are selected fairly without discrimination (4.11). The use of an employment test in the tourist hotel accommodation sub-sector, rated lower (3.44).

With regard to training and development, most respondents thought highly about this item and the rating was above average (4.19), suggesting that they received continuous training at their hotels. This score is evident in their rating for the extensive training they received towards improving customer service (3.91, 4.19). This could be related to the previous scores where the respondents were provided with the required training and development when dealing with customers. As such, the extent to which they were enabled to deal with customer complaints confidently, improved (4.03 and 4.11). The same could be said for the respondents' expectations for performance rewards/compensation, which included providing good service to customers. The results showed that the respondents were neutral about the extent to which rewards were provided for delivering a good service to customers (3.09, 3.11, 3.27 and 3.36). These results were not a surprise, as during the interviews participants constantly spoke about the lack of both financial and non-financial motivational incentives

(compensation) for work-well done, suggesting that it was not one of the practices to which the hotel industry was accustomed. This became evident through messages derived from the interview discussions (see section 5.2.3.2).

In summary, a lack of recognition in the form of rewards for good performance seemed to be the one element that could have an impact on how the respondents rated the organisation's employee retention practices. On the contrary, the respondents perceived the practice of employee firing/dismissal practice as almost non-existent at their hotels (4.12). Thus, the same respondents were not certain whether their supervisors would stop them if they indicated that they wanted to leave the organisation (3.39). However, the respondents tended to feel stronger about the value, and the future prospects of their careers within the employing hotels (3.50, 3.70).

6.2.3.3 *Work to family conflict role interface*

Work to family conflict was measured based on work interference with family and vice-versa, using a scale adapted from Namasivayam and Zhao, 2007:1218, and Choi and Kim, 2012:1019. The items in the scale referred to conflicts between the overall work role and family roles, for example: 'The demands of my work interfere with my family life', and 'Things I want to do at work do not get done because of the demands of my family roles' (see Appendix R). The scale consisted of eight items (four for each construct), rated on a scale of one to five, with five indicating strong agreement, and one, strong disagreement. When examining the extent to which work interfered with family life, the respondents tended to consistently describe these elements as unfavourable or non-existent (2.59, 2.70, 2.83). These scores could explain that, unlike frontline employees, there are no serious issues among frontline managers with regard to working hours, shifts, and weekend work. However, it must be noted that some respondents, represented by a mean score of 3.05, found it problematic when changes were made to a work schedule/roster. These findings are taken from the interview findings, whereby some participants highlighted that they had to 'make changes to their family plans due to work related duties', perhaps because they had prior family commitments.

6.2.3.4 *The perceived organisational/supervisor support (PSS)*

The source of the scale used to measure the respondent's perception of the degree of organisation support (POS) represented by perceived supervisor support (PSS) is

taken from the original scales developed by Eisenberger *et al.* (1986:502). Once again, the scales were the modified versions that were adapted to suit the context of this research study (see Appendix R). When asked about whether their opinions were considered to improve the work environment, the respondents, to a certain extent, believed that their supervisors appreciated their opinions (3.73) and they thought that their supervisors cared about their opinions (3.87). When it came to well-being and help from supervisors in terms of resources, the respondents rated these elements favourably with mean scores ranging from 3.93 and 4.13 respectively. Perhaps, this was why the evidence indicated a high correlation between POS/PSS and OC, particularly AC.

6.2.3.5 *Job satisfaction*

The scale used for assessing frontline managers' JS in this study was based on Benjamin Rose Nurse Assistant Job Satisfaction encompassing, (a) communication and recognition, (b) satisfaction with teamwork, and (c), satisfaction with resources (Kiefer *et al.*, 2005:60). The items were anchored on five-point scales, with one indicating extreme dissatisfaction, and five indicating extreme satisfaction. A sample item as seen in Appendix R, included, 'How does the amount of attention for your opinions that you currently receive compare to what you think it should be?'

When responding to this question, the overall mean score reported by the statistical results was 3.33. This score could be an indication that the respondents were not that delighted with the amount of attention they receive. For most of the questions like 'satisfaction with the way complaints are handled', the mean was from 3.26, and 3.28 in view of 'teamwork between co-workers'. Others such as amount of feedback, recognition, co-worker help, and amount of attention given to suggestions rated 3.32, 3.33, 3.35, and 3.37 respectively. It can be said that, such levels of job satisfaction might enough to keep South African hospitality frontline managers in their jobs. In contrast, the question about access to resources and information to perform their jobs, the respondents rated favourable (3.53, 3.56), which indicated that they were mostly satisfied with these elements.

6.2.3.6 *Ubuntu dimensions*

Two scales were developed from the compassion scale (Strauss *et al.*, 2016:19) and two items for the survival scale dimension (Sigger *et al.*, 2010). Three scales (solidarity,

respect and dignity, and collectivism), represented by 10 items, were developed through the process of designing the questionnaire from the qualitative study findings, and verified by the Delphi consensus feedback. To some extent, the respondents rated most of the dimensions of *Ubuntu* favourably. The *Ubuntu* scale in Appendix R indicated that the items, 'I see myself as part of a diverse work team', 'the well-being for my co-workers' and 'my manager expects me to respect his decision', were rated highest (4.16, 4.25 and 4.37 respectively). For the first statement, this could indicate that frontline managers did not only work in direct contact with customers but also with each other, and therefore suggested that co-operation and being part of a team was as important as serving the customer. The fact that respondents rated managers' expectations for respecting their decision the highest (4.25), could signal that either they showed genuine respect, or it could be an indication that managers did as they expected others to do to them. For example, when asked about whether the manager treated individual staff members as if they were a member of a family, the respondents rated this element favourably, with the mean score being 3.87. This statement reflected that respondents tended to view their managers as a part of the team. In this sense, the rating of this *Ubuntu* scale seemed more balanced.

To confirm the preceding statement, the respondents rated more favourably statements such as 'my manager greets me whenever he/she sees me', 'shares his/her burden during hard times' (3.32, 3.34). Other statements such as 'my manager is usually available (physically) to suffer with me during difficult time' (3.39), 'sharing my difficulty with colleagues makes me strong', with a mean score of 3.49, highlighted the importance of sharing with others. Other statements which rated highly included contribution to work goals, (4.03), doing helpful things and sticking together as family (4.10). More broadly, frontline managers of South African tourist hotel accommodation tended to believe that they could handle and solve work problems collectively by sacrificing and backing each other up, which then helped them solve customer-service related problems, as reflected by mean scores of between 3.86 and 3.88. This was also supported by favourable mean scores of 3.92 for willingness to share with others, and brotherly care (3.89). Importantly, the fact that respondents' mean scores of 3.67 to 3.89 reflected that managers were being authentic about their emotional support and interactions with staff, provided good news for South African hospitality managers. This indicated some form of existing *Ubuntu* style of management, which is related to

Hofstede's (1983) cultural relativity of the organisation or even House *et al.*'s (2004) collective culturally-endorsed leadership.

6.2.3.7 *Internal service and service quality performance*

It was suggested in section 3.4.4 that frontline managers' perceptions of service quality could be solicited in order to find out about customer expectations and demands. The internal service quality scale for this study consisted of nine items (see Appendix R) that were used to measure the frontline managers' perceptions and behaviour intentions regarding service quality performance. The questionnaire statements for both, internal service and service quality performance were modified versions that were developed from the literature (Hallowell *et al.*, 2002:27; Sharma *et al.*, 2016:783; Babakus *et al.*, 2003:283) during the questionnaire development procedure (see section 4.7.3).

Generally, the respondents' perceptions about internal service quality, which involves cooperation between departmental co-workers and the role of value-adding departments, in terms of rating was relatively high ranging from 3.79 to 4.03 (see Appendix R). In similar parlance, the assessment of service quality performance demonstrating the respondents' behavioural intentions, showed that previous customers served by the respondents were happy and among the returning customers to their hotel. All statements relating this construct rated highly, from 4.03 to 4.30. The high ratings regarding service quality performance are important to sustain given the reviews provided in Appendix D concerning the persistence of poor service quality labelled against the hospitality industry.

The reviewed literature (see section 1.4) revealed that most service quality problems in the context of the South African tourist hotel environment were related to frontline employee's attitudes and lack of management training resulting into how frontline managers handle frontline employees. Most respondents felt that satisfying complaining customers was a great thing reflected by a mean score of 4.29 as well as how well, they handle dissatisfied customers (mean = 4.30). These results might be closely aligned with the respondent's high mean scores (4.19), suggesting that continued training relating to serving customers is provided by the hotels. The same results supported earlier empirical research (Bulut & Culha, 2014:318; Dhar, 2015:424; Srivastava & Dhar, 2016:363), which highlighted the importance of getting the best out

of frontline employees through high support services, HRM policies, and practices that enable employees to do more.

6.2.4 Factor analysis for the OC of frontline managers

In order to proceed with measuring the hypothesised model fit, an EFA was used to analyse the data as part of a supporting stream. This section explores the reliability scores for the construct measures followed by exploratory structural equation modelling (ESEM). Importantly, the reliability tests examined the internal consistency of the item in a measure to determine whether each observed variable be retained or excluded. From this, an individual measurement model was developed for each construct measure to ESEM. This included the overall measurement model, which checked the dimensionality of the constructs and validity of the measures. In particular, factor analysis was used in this study to identify further underlying dimensions of each construct where no variables cross load, a factor important for discriminant validity. This ensured that items were grouped together in relation to their constructs as they were intended to be measured. For instance, the procedure for conducting factor analysis ensured items were retained if they had a factor loading of at least 0.30 and above.

The literature (Hair *et al.*, 2010) recommended .3 or .4 as the criteria for item retention. In cases where the number of items for a factor would fall below .3, items were retained only if factor loadings accounted for at least .5 or more. Again, items were retained if they did not cross-load on to other factors, particularly where the factor was deemed important to the content of the construct domain (as prescribed by the literature and the qualitative findings). Therefore, the interpretation of the EFA results ensured that only factors with an eigenvalue greater than one were retained so that a good or very good rotated structure is reflected. The results of EFA concerning the dimensionality of the main variable of interest in this study are given in section 6.3.1. Prior to declaring reliability statistics of summated scales, an overview of EFA for the independent variables leading to the OC outcomes is provided (see sections 6.2.5.1 to 6.2.5.6).

6.2.4.1 Respondents' level of OC dimensions

The results of EFA showed that the respondents in the South African tourist hotel accommodation sub-sector tended to appreciate recognition, knowing that they have made a contribution towards company goals (see Appendix L). This appreciation

reflected an affective state of commitment as defined in previous important literature (Mowday *et al.*, 1979; Allen & Meyer, 1990). While many studies commented that OC is a multidimensional construct encompassing three components, it was not the case in this study. The reason for this was that the calculative component of OC was removed from further analysis due to items that cross-loaded to other factors (AC and NC).

As a result of excluding the CC component of OC, only two OC dimensions, that is., AC and NC were retained in this study, thus, convergent validity was ensured by grouping items that are not different from each other. For example, the AC is demonstrated by three similar and related elements; (1) 'this hotel has personal meaning for me', (2) 'I am part of family at this hotel', and (3) 'I feel as if the problems of this hotel are my own'. In testing construct validity of AC and NC measurement items, the Oblimin with Kaiser normalisation was applied over six successive trials, hence, the two factors were extracted. These iterations produced acceptable results in that the two OC dimensions retained showed high correlations. In turn, eight items loaded significantly, above .3; hence, the two factor structure. While existing research (Hair *et al.*, 2010) indicated that acceptable levels at .3 or .4 requires a sample size of 350 or more, this study's sample size was 212 and factor loadings were higher than 0.3. Together, roughly half (49.62 per cent) explained the total variance for both factors. Thus, it is not uncommon to have total variance of less than sixty per cent (Hair *et al.*, 2010).

6.2.5 Factor analysis for the independent variables

6.2.5.1 Respondents' perceptions of HRM practices

Factor analysis for HRM practices produced three factors except for one item for recruitment and selection: 'employment tests are always used for recruiting new employees', which cross-loaded (see Appendix L). The reasons for excluding the retention factor are given in Table 6.1. Consequently, the three HRM component factors explained 54.26 per cent of the variation in the data. Thus, the final structure fitted the frontline managers' perception regarding the level of compensation for work well done, training and development, and recruitment and selection practices.

Table 6.1: Reason for excluding HRM items and retention dimension

Item (s)	Reason for exclusion
Employment tests are always used for recruiting new employees	Cross-loading
I see a future for myself at this hotel.	Low shared variance
If I decide to quit, my supervisor would try to stop me.	Low shared variance
My supervisor helps me (during performance reviews) to plan my career.	Low shared variance
It is very rare for a person to get fired from this hotel without a good reason.	Low shared variance

6.2.5.2 Respondents' perceptions of work-to-family conflict

After 11 trials, factor analysis for work-to-family conflict produced two factors as predicted, except for one item: 'the demands of my family members interfere with work-related roles (see Appendix L). The reason for exclusion of this item is provided in Table 6.2. In turn, seven items loaded significantly, above 0.70, hence the two-factor structure. The two-component factor structure of work interference with family and family interference with work explained 70 per cent of variation in the data. As result, the final structure fitted the frontline managers' perception regarding the level of interference between work and family.

Table 6.2: Reason for excluding family conflict role items

Item	Reason for exclusion
The demands of my family members interfere with work-related roles.	Low-shared variance

6.2.5.3 Respondents' perceptions of supervisor-support

It was expected that both supervisor support in terms of care and well-being would each have separation dimensions; however, these produced a single factor structure (see Appendix L). Although the four items intended to measure supervisor support were retained, rather than having support for care and well-being dimensions, the construct was found to be uni-dimensional. These items, two representing each dimension of supervisor support constituted comparable high factor loadings greater than 0.70. This dimension was then relabelled 'supervisor-employee supportive

atmosphere' (SESA). The single component factor of supervisor support explained 73 per cent of the variation in the data. The final structure fitted the frontline managers' perception regarding employee care, help, and supervisor considerations.

6.2.5.4 *Respondents' perceptions of job satisfaction*

The employee JS dimension, as perceived by frontline managers, was represented by nine items in the original questionnaire (see Appendix F). Factor analysis was conducted using the Oblimin with Kaiser normalisation method. Two factors were extracted, and two items were singled out due to cross loading: 'How does the amount of information you get to do your job currently compare to what you think it should be?' and 'How satisfied are you with the equipment (supplies or tools) you use on the job currently compared to what you think it should be?' Of the nine original items for this construct, seven were retained (see Appendix L). These factors explained 64.79 per cent of the variation in the data. The two rotated factor structure fitted well with frontline managers' perceptions of the JS levels at their hotel.

6.2.5.5 *Respondents' perception of Ubuntu values*

The final EFA results for the *Ubuntu* measured items numbered 26 representing five factors. Only four factors of *Ubuntu*, as debated in the literature, were extracted. However, instead of group solidarity, these factors included compassion, collectivism, survival, and respect and dignity (see Appendix L). One of the five factors was excluded due to cross loading between other factors (Compassion, Respect and Dignity, and Collectivism). This result is interesting considering that group solidarity was replaced by collectivism according to the four-factor model described in Chapter 3 (see Figure 3.4). With the remaining four factors, two items were singled out for respect and dignity, and one item for the survival dimension. These items were removed because they had low-shared variance (see Table 6.3).

The four retained dimensions of *Ubuntu* values accounted for 36 per cent, nine per cent, 3.9 per cent and three per cent of the total common variance explained (54.45 per cent). The same could be said for internal reliabilities where .88 represented compassion, .86 collectivism, .73 survival, and .76 respect and dignity. This suggested that all four dimensions exceeded the minimum recommended acceptable level of .7.

Table 6.3: Reasons for excluding *Ubuntu* items: respect and dignity and survival

Items	Reason for exclusion
My manager treats each staff member as if he/she was a member of a family.	Low shared variance
I feel that my manager treats me with utmost respect and dignity.	Low shared variance
My manager share his/her burden during hard times (e.g., budget cuts, salary pay cuts, restructuring or change of top management) as part of a team.	Low shared variance

6.2.5.6 Respondents' perception of internal service quality

Factor analysis was conducted for the internal service quality (ISQ) dimension in order to test for the relationship between the *Ubuntu* construct, frontline managers' OC, and the assumed items under ISQ dimension. After 14 successive trials, two factors encompassing both ISQ and SQP were extracted with (55.09) per cent of total variance explained. Of the four original ISQ items, two were excluded because they had low commonalities namely; 'my department is committed to providing service to other departments' (.281), and 'my departmental co-workers go out of their way to help other departments excel in providing a service' (.249). The internal service and service quality performance dimension, as perceived by frontline managers, was represented by nine items in the original questionnaire. Since two items for the combined ISQ construct were removed due to low shared variance, together, seven items were retained, five measuring SQP and two measuring ISQ, and were relabelled 'work team cooperation and value of servicing departments' (see Appendix L).

6.2.6 Reliability and validity of this study's measures

It was mentioned in Chapter 4 that reliability could be measured in a number of ways (Churchill, 1979:65; Hendrickson *et al.*, 1993:227; Streiner, 2003:99). The internal consistency scales used in this study was Cronbach's alpha, which is based on the average correlation of items within a test, if the items are standardised. Reliability is explained as an assessment of the degree of consistency between multiple measurements of a variable. The other most commonly used measure of reliability, which applies to the consistency among the variables in a summated scale, is internal consistency. This suggests that, when measuring internal consistency, the individual

items or indicators of the scale, should all be measuring the same construct and thus be highly inter-correlated (Churchill, 1979). Table 6.4 illustrates that the internal consistencies of the 61 summated items used in this research's instrument had satisfactory levels (0.73 to 0.915). To this end, the satisfactory levels achieved in this study supported the argument that the instrument used was reliable, given that it is above the expected minimum recommended level of 0.70 (Churchill, 1979; Hair *et al.*, 2010).

Table 6.4: Reliability analysis: Cronbach's alpha

Frontline managers' predictors	Variables measures	Cronbach's alpha	Number of items
OC dimensions	Two-dimensional: <ul style="list-style-type: none"> Affective commitment Normative commitment 	0.778 0.833	8
HRM practices	Three-dimensional: <ul style="list-style-type: none"> Recognition for good performance Training and development Recruitment and selection 	0.912 0.861 0.738	11
WFC	Two-dimensional: <ul style="list-style-type: none"> Work interference with family Family interference with work 	0.914 0.884	7
Supervisor-employee supportive atmosphere	One-dimensional: <ul style="list-style-type: none"> Supervisor care for well-being and supervisor consideration of employee goals 	0.915	4
Job satisfaction	Two-dimensional: <ul style="list-style-type: none"> Communication & recognition Teamwork 	0.900 0.911	7

Frontline managers' predictors	Variables measures	Cronbach's alpha	Number of items
<i>Ubuntu</i> values	Four-dimensional: <ul style="list-style-type: none"> • Compassion • Group solidarity/Collectivism • Survival • Respect and dignity 	0.878 0.863 0.728 0.831	17
Internal service quality	Two-dimensional: <ul style="list-style-type: none"> • Cooperation and values of servicing departments • Service quality performance 	0.759 0.884	7
Total number of items: Summated scale			61

In terms of assessing validity, most of the constructs were developed from well-established literature and therefore, the adapted versions of various scales could be considered to possess content validity. Additionally, EFA was used with SEM to assess convergent and discriminate validity of the measures. As a result, the measurement models fit the data satisfactorily. Again, most of the factors loaded significantly ($p=0.001$), indicating uni-dimensionality of the measures (see Appendix L). Taking these rigorous tests into account, which also included a Delphi survey technique, the results provided an indication that the measures in this study possessed adequate reliability and validity.

6.2.7 Summary of part one

Part one introduced the descriptive data analysis for the demographic factors in the research instrument, after which the process of data collection and, treatment of missing data was presented. Generally, part one made a contribution by describing the relationship between the sample and its population. As such, the demographic variables were described using frequency tables developed by the SPSS to show the basic statistical results. The analysis described such relationships as gender, age, education, ethnicity, marital status, hotel star grading, and job profile and department, that were common to both the sample and the study's population.

In addition to demographic data analysis, descriptive analysis using simple statistical indicators, including mean and standard deviations, and Cronbach's alpha provided

insight into the respondents' perceptions of OC, HRM practices, perceived organisational support (facilitated by supervisor support), work-to-family conflict, job satisfaction, the mediating role of *Ubuntu* dimensionality, and internal service quality dimensions in their hospitality organisations. Moreover, basic statistical analysis of the study's research dimensions was introduced, followed by exploratory factor analysis, which helped validate the measurement instrument.

Finally, reliability included internal consistency procedures. Although no t-tests were performed in this study, the descriptive and EFA results showed that the measurement instrument used in this study provided some degree of satisfaction in terms of both reliability and validity. As such, multidimensional scaling was used to identify key dimensions underlying respondent's evaluations of objects (Hair *et al.*, 2010:543), for example HRM practices or service quality behaviour. Of fundamental importance in this research was to determine the number and relative importance of the dimensions that respondents use when evaluating objects, and how these were related. Therefore, the data collected for this research could be deemed valid and reliable for further analysis using more complex multivariate techniques, in this case, SEM (Hair *et al.*, 2010:707). The next section involves part two and discusses how the findings of this research were arrived at by testing the research hypotheses.

6.3 PART II: ANTECEDENT VARIABLES AND CONSEQUENCES OF OC IN SEM

The objective of part two was to discuss the hypotheses testing concerning the predictors and consequences of the OC of frontline managers using ESEM, as indicated in section 4.7.6.2. As a start, an analysis of the basic assumptions of the SEM technique, normality, linearity, and homoscedasticity, and an assessment of multicollinearity are tested. Subsequently, the results of SEM models, based on the hypothesised measures (see Figure 3.5) and the measures that emerged from factor analysis are discussed.

6.3.1 Testing assumption of this study's model in SEM

SEM was defined in section 4.7.6.1 as a multivariate analysis that refers to a statistical technique that simultaneously analyses multiple measurements on individuals or objects under investigation (Hair *et al.* 2010:28). SEM technique was used in this study to analyse the relationship between dependent variables and several independent

variables. The aim of multivariate analysis in part two is to use the independent variables to predict the dependent values selected in the research.

As illustrated in Figure 3.5, the variables in this study were classified into both dependent and independent, demonstrating causal relationships between a set of dependent and independent variables. Initially, both, frontline manager OC and service quality performance (SQP) were examined as major dependent variables predicted by four independent variables being: HRM, POS, WFC, and JS. In similar parlance, *Ubuntu* values (facilitated by style of management) presumed a mediating role between OC, and internal service quality (ISQ), while ISQ was assumed to predict SQP (see sections 3.7.1 to 3.7.3.1). The OC in this study was also predicted to act as an independent variable, indirectly leading to SQP. In simple terms, these four independent variables developed OC, and OC developed SQP, thus, OC was predicted to be both, a dependent and independent variable in the same theory. In such a complex relationship, only SEM was an appropriate technique to assess both measurement properties and theoretical relationships (Hair *et al.*, 2010:612). In this sense, the assumption underlying SEM applied to dependent and independent variables and estimation of the relationship as whole. As result, when SEM was used, this study's independent variables were identified as shown in the factor structure discussed in part one, and these were seen as acting collectively in estimating the dependent variables.

Following from the above, assumption of SEM analysis was examined to check whether errors of prediction were caused by data characteristics not accommodated by the structural model, or by the absence of a true relationship among the variables (Hair *et al.*, 2010:366). It was for these reasons that the preliminary data analysis took into account the assumption of multivariate normality demanded of the SEM methodology (Byrne, 2001:60). In particular, four basic statistical tests, which included normality, linearity, homoscedasticity, and multicollinearity were used assuming that the joint effect of two variables was normally distributed (Hair *et al.*, 2010:366).

The expectation that data would perfectly and fully satisfy all these basic assumptions was unlikely. The collected data dealt with behavioural constructs such as the ones in this study. In this sense, SEM analysis was used, as the data did not significantly violate the above assumptions. The test of normality, which is the most fundamental assumption in multivariate analysis is discussed first.

6.3.1.1 Normality

Hair *et al.* (2010:71) highlights that normality helps with shaping of the data distribution for an individual metric variable with consequence to the normal distribution. Thus, if the variation from the normal distribution is sufficiently large, then all resulting statistical tests may be deemed invalid. As recommended by Hair *et al.* (2010:71), both the univariate and multivariate statistical methods used in this study were based on the assumption of univariate normality for each variable and multivariate methods assuming multivariate normality. The simplest diagnostic test for normality in this study was a visual check of the histograms that compared the observed data values with a distribution approximating the normal distribution. Histograms for seven variables (see Appendix S) were produced by SPSS. The histograms revealed that there were no serious departures from normality for most of the variables.

Furthermore, following the recommendations of Hair *et al.* (2010:72), normal probability plots, regarded as a more reliable approach, were also used in this research (Appendix T). These plots compare the cumulative distribution of the actual data values with the cumulative distribution of the normal distribution (Hair *et al.*, 2010:72). In this regard, both the histograms and the graphs indicated that the residual lines closely followed the diagonal and the plotted data values and comparing them with the normal diagonal had no substantial departure issues. To this end, the analysis in this study suggested that non-normality was not a major problem. The next sections discuss linearity followed by homoscedasticity and multicollinearity.

6.3.1.2 Linearity

Linearity concerns an implicit assumption of all multivariate techniques, in this case SEM, are based on correlational measures of association. More specifically, Hair *et al.*, (2010:76) stated that linearity is the term used to express the concept that the model possesses the properties of additivity and homogeneity. As such, since correlations represent only linear associations between variables, non-linear effects are not represented in the correlation (Hair *et al.*, 2010:76). Such omission of non-linear effects is said to result in underestimation of the actual strength of the relationships. To identify non-linear relationships, scatterplots of the variables are used as the most common methods for identifying any non-linear patterns in the data (Hair *et al.*, 2010:76). Thus, as an integral part of the multivariate analysis appropriate for

this type of current research, Scatterplots were utilised in this study to assess the degree of linearity and to detect any non-linear pattern in the data (Hair *et al.*, 2010:76).

The guidelines in the literature (Bentler & Bonett, 1980:604; Anderson & Gerbing, 1988:417; Bentler, 2000:85; Hair *et al.*, 2010:77) suggest that the researcher must use judgement to interpret the tests for each assumption. Correspondingly, it is important for the researcher to understand the implications of each assumption versus the robustness of the technique and research context. In the course of the above guidelines, simple stem-and-leaf (Q-Q) Plots for five independent variables (HMR, WFC, POS, JS, and *Ubuntu* dimensions) were produced using the SPSS package. The normal probability (stem-and-leaf) Plots (see Appendix T) showed an acceptable degree of linearity, taking into consideration that the normal (perfect linearity) in behavioural associations such as service quality behaviour is not always possible.

6.3.1.3 *Homoscedasticity*

The next assumption in SEM models entails homoscedasticity, which is related to dependence relationships between variables. As such, the concept according to Hair *et al.* (2010:74) refers to the assumption that dependent variable (s) exhibit equal levels of variance across the range of predictor variable (s). In consonant with the preceding explanation, the test of homoscedasticity can be best examined graphically. In this study, this was done by plotting the residuals against the standardised predicted values (Appendix T). In this sense, the statistical graphical/normal probability plots suggested that heteroscedasticity was not a major problem. As a result, four measurement models were diagnosed (see section 6.8.1).

6.3.1.4 *Multicollinearity*

In simple terms, multicollinearity refers to the extent to which a construct can be explained by other constructs in the analysis (Hair *et al.*, 2010:615). However, Hair *et al.* (2010:615) noted that, as multicollinearity increases, it complicates the interpretations of relationships among constructs and is more difficult to ascertain the effect of any single construct, owing to the interrelationships. In relation to this concept, collinearity represents the expression of the relationship between two (collinearity) or more (multicollinearity) independent variables (Hair *et al.*, 2010:156). In this case, two independent variables are said to exhibit full collinearity if their coefficient is one, and complete lack if the correlation is zero.

Arising from the above, multicollinearity may occur when any single independent variable is highly correlated with a set of other independent variables. Hair *et al.* (2010:156) explained that an extreme case of collinearity/multicollinearity is 'singularity' in which an independent variable is perfectly predicted (with a correlation of one) by another independent variable or more. Guided by these explanations, the data collected in this research was ready to test the hypotheses by estimating four measurement models as discussed in the following sections. However, as this study concerned some behavioural constructs such as ISQ and SQP, it was expected that such data might not perfectly or fully satisfy the above-mentioned basic assumptions. However, Hair *et al.* (2010:366) asserted that any violation of these assumptions, particularly, normality, have little impact on larger sample sizes. They then, cautioned that violating this assumption might create problems when applying Box's M test (a statistical test for equality of the variance-covariance matrices). On the contrary, Hair *et al.* (2010:366) maintained that transforming variables, as was the case in this study, could correct such problems. The next section presents and discusses the antecedents and consequences of OC based on the empirical results.

6.3.2 The antecedents (predictors) of frontline manager OC

Frontline managers' OC was the dependent variable and several antecedents acted as independent variables in this study. With the exception of WFC variables, four work environmental antecedents (HRM, POS, JS and *Ubuntu* values) were identified. The analysis of SEM results showed the measurement models assuming five antecedents (independent variables) would lead to OC and service quality performance.

The original research model presented in Figure 3.5 predicted that the OC of hospitality frontline managers would be a function of various components based on the original relationships (assuming OC to be a three-dimensional construct). This prediction of OC as a tri-component model was based on previous important OC research (Allen & Meyer, 1990:3; Meyer & Allen, 1991:70; Mayer & Schoorman, 1992:673; Meyer *et al.*, 2002:21; Sommers, 2009:75). However, the EFA discussed in section 6.2.4.1, produced two dimensions for the OC construct. The first factor of OC identified in this research was affective commitment (AC) which was explained by four items. The second factor was the normative commitment (NC), also represented by four items (see section 6.2.4.1). The dichotomy of OC factors had eight items that loaded significantly, above .3.

Figure 6.4 presents the OC model with its original relationships (assuming OC to be multidimensional), while Figure 6.5 portrays the revised OC model resulting from the EFA stage. Even though the modified OC dimensions did not necessarily overthrow this thesis' original proposed model, they showed that the association between employee OC and its antecedents is more complex than originally proposed. It also implied that OC is a multidimensional concept that can be studied in many ways.

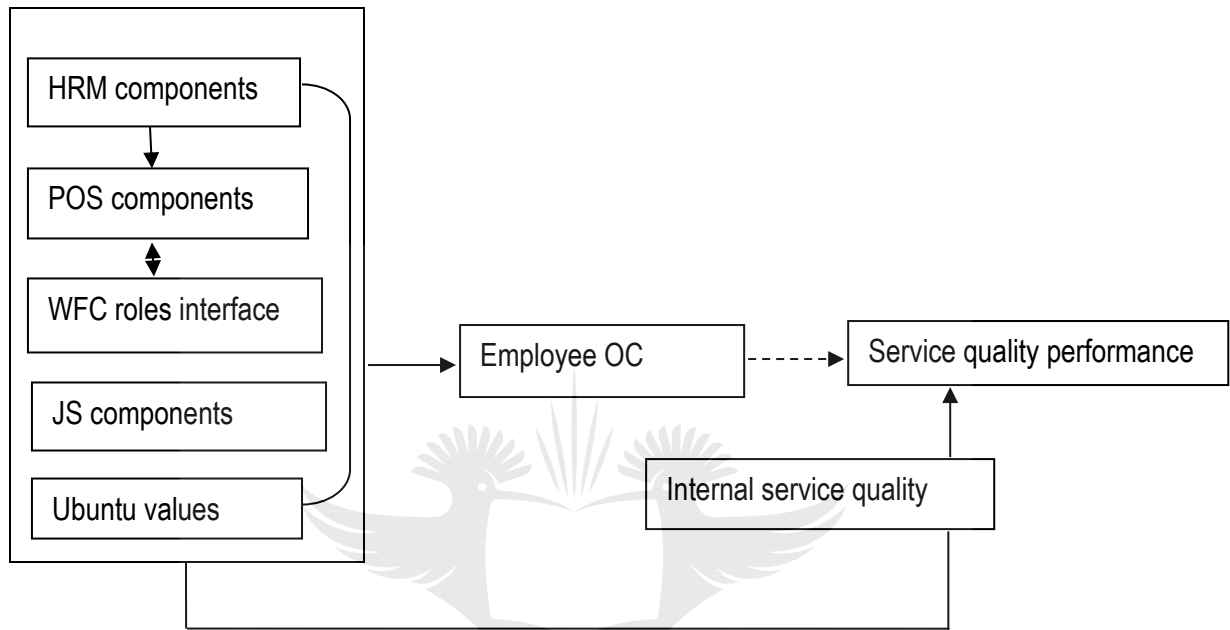


Figure 6.4: Original proposed model

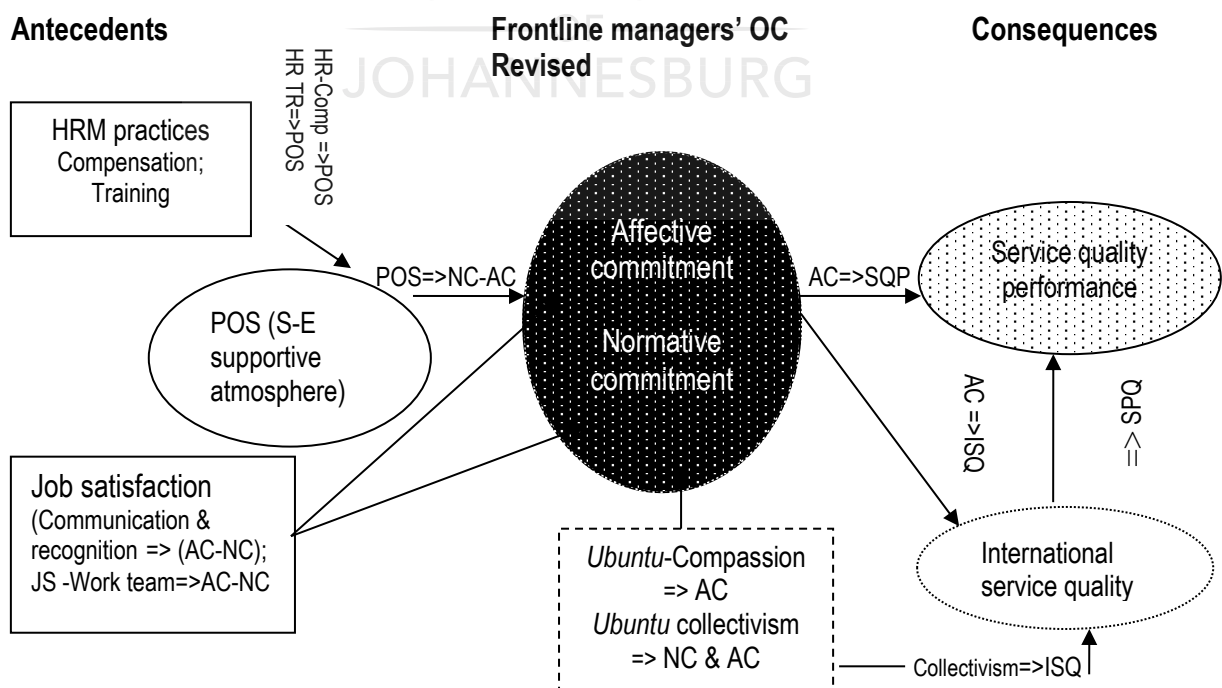


Figure 6.5: The revised model of the antecedents and consequences of OC based on (SEM results)

Prior to presenting the multivariate analysis with the OC dimensions that emerged in the EFA, an inductive test of the original hypotheses (see section 3.6), was conducted by testing the fit and validity of the measurement model (Hair *et al.*, 2010:711), predicting OC as tri-component model. This process further allowed for a more in-depth explanation and validation of the emergent measurement structure, which is discussed next.

6.3.3 Validation of the hypothesised model of the predictors of OC

As previously noted, having identified what the participants perceived as common predictors of OC and *Ubuntu* in the qualitative stage (see section 5.2 to 5.2.3.4), the following sections look at whether these perceptions were related to OC and work performance outcomes, such as service quality. In doing so, evidence from the literature was also examined to determine if it supported the hypotheses. A comprehensive review of the literature can be found in Chapters 2 and 3. The discussion concerning the antecedents (common predictors) of frontline managers' OC in this study was based on the empirical results produced in the EQS input and output files. Both EQS file reports, univariate (that is., mean, standard deviation, skewness and kurtosis), and multivariate kurtosis (referred to here as Mardia's coefficient) were used to indicate multivariate normal distribution (see Annexure 6c).

SPECIFICATIONS

DATA= c:\data\statkon; VARIABLES=22; CASES=212;
METHOD=ML, ROBUST; ANALYSIS=COVARIANCE; MATRIX=RAW;
MISSING=ML;

LABELS

V1=HRMFR25; V2=HRMFR24; V3=HRMFR22; V4=HRMFR23; V5=HRMTD21;
V6=HRMTD20; V7=HRMTD19; V8=HRMTD18; V9=HRMRS16; V10=V10;
V11=HRMRS15; V12=SUPC41; V13=SUPC40; V14=SUPWB38; V15=SUPWB39;
V16=OCNC59; V17=OCNC62; V18=OCNC60; V19=OCNC61; V20=OCAC52;
V21=OCAC51; V22=OCAC53;

EQUATIONS

V1 = 1F1 + E1;
V2 = *F1 + E2;
V3 = *F1 + E3;
V4 = *F1 + E4;
V5 = 1F2 + E5;
V6 = *F2 + E6;
V7 = *F2 + E7;
V8 = *F2 + E8;
V12 = 1F3 + E12;
V13 = *F3 + E13;
V14 = *F3 + E14;
V15 = *F3 + E15;
V16 = 1F4 + E16;

```

V17 = *F4 + E17;
V18 = *F4 + E18;
V19 = *F4 + E19;
V20 = 1F5 + E20;
V21 = *F5 + E21;
V22 = *F5 + E22;
/VARIANCES
F3 $= *F1 + *F2 + D3;
F4 = *F1 + *F2 + *F3 + D4;
F5 = *F1 + *F2 + *F3 + D5;

COVARIANCES
F1 to F2 = *;

PRINT
FIT=ALL;
TABLE=EQUATION;
/LMTEST;
/END
Note: # 97 Records of input model file were read Factors are related here. $ The three HRM factors (F1,
F2, F3) are mapped to POS/PSS (F4) and the three HRM factors and POS are mapped to OC:NC (F5)
and OC:AC (F6).

```

Figure 6.6: Initial hypothesis model of frontline managers' OC validity testing

As evident in Figure 6.6, all the input data describing the first model is expressed in specific statements and each section begins with a slash [/] (e.g., labels, equations) and separated by a semicolon [;]. Similarly, each section or paragraph has an asterisk [*] that represents estimated parameters. For example, the notation 'V' represents variables, $V2 = *F1 + E2$; indicates that factor loadings of item 2 (V2) on EE (F1) is to be freely estimated. It can also be seen in Figure 6.6 that no asterisks accompany the set of certain factor loading coefficients (that is., V1, V5, V12, V16 and V20). Noting the EQS input file, affirms that the simplicity of the EQS programme in terms of time saving differs to AMOS/LISREL as it has features that help build the file automatically (Byrne, 2001:66).

6.3.3.1 *The measurement of HRM practices on POS/PSS*

Consistent with previous empirical research (Meliou & Maroudas, 2011:229; Tews *et al.*, 2011:94; Bulut & Culha, 2014:318; Dhar, 2015:424) the first predictor of OC identified in this study was HRM, involving employee recruitment and selection, retention, compensation, and training and development. When the hypothesised relationship between HRM and POS was tested through the measurement model, the first model became problematic in that HRM compensation and recruitment merged, indicating that there was interaction for items measuring these HRM factors. As a result, the recruitment factor was removed from further statistical analysis (see Table 6.1). Thus, upon performing robust statistics, the model improved showing significant

relationships between HRM compensation and training and supervisor support (HR compensation: F1, HR training: F2, and HR recruit dropped => POS: F4) reflecting employee POS. Together the two HRM factors explained 42.2 per cent of variation in POS (r^2 value 0.422). Bulut and Culha (2010:311) found that employees perceived support and access to training as a motivation and benefit that leads to obligation by employees to remain with the organisation.

Across the OB, economics and hospitality management literatures, there are both theoretical rationale and empirical evidence supporting a relationship between these elements of HRM practices. Worsfold (1999:344) commented that employee OC is a function of improved HRM policies and practices that has an impact on work performance. Dawson and Abbott (2011:300) on the other hand found that hiring the right people leads to increased OC, which in turn reduces turnover levels. Gunlu *et al.* (2010:711) suggested that providing frontline managers with opportunities such as training programs and career development, as well as rewarding them by incentive programs and fringe benefits would increase the level of OC.

Bulut and Culha (2014:318) supported this view stating that employee opportunity to participate in training helps to elevate employee's feelings of commitment to the organisation. With regard to compensation, Nadiri and Tanova (2010:39) found that hospitality employers and managers should realise that employees placed value on equitable/fair rewards for their work. Of practical importance in this study was that evidence shows that HRM practices such as training can be used by hospitality managers as an effective tool for developing frontline managers' OC levels, which in turn, improves service quality performance (Dhar, 2015:424).

6.3.3.2 *The measurement of POS/PSS on frontline managers' OC*

When the EFA and SEM results were assessed in Table 6.5, it was evident that improvements on supervisor support, which represented employee POS being significantly correlated with OC. From a theoretical viewpoint, the concept of POS was deduced by Eisenberger *et al.* (1986:501) from the social exchange theory to describe connections between the employee and the organisation. The key indicators of POS were, 'my supervisor cares about my opinion, well-being', 'my supervisor is available when I have a problem', and 'my supervisor considers my goals and values'.

For the purpose of this study, the above items combined into one single factor, relabelled “supervisor-employee supportive atmosphere“. Interestingly, after performing robust statistical tests, POS showed a significant relationship with OC (POS, F3 => OC-NC, F4 and OC-AC, F5) and HRM practices (F1, F2) were not significant with OC (F4 and F5), as was predicted in the research model (see Figure 3.5). Thus, empirical evidence supported a positive relationship for AC above that for NC ($r^2=0.447$ for POS=>AC and $r^2=0.173$ for POS=>NC).

The above results produced in this research were not surprising. Previous research by Eder and Eisenberger (2008:66) provided evidence that the relationship between OC and AC provided an opportunity for managers to minimise employee withdrawal behaviours and ensure that they want to stay in the organisation. Colakoglu *et al.* (2010:138) provided contradictory results that show POS was more highly correlated with NC ($r=0.60$) than with AC ($r=0.57$). Similar studies conducted by Bulut and Culha (2010:311) found the same results. As such, employee PSS and access to training was viewed by employees as a motivation and benefit that could lead to employees feeling obligated to remain with the organisation, thereby exhibiting a normative view of commitment (NC). Thus Meyer and Maltin (2012:12) concluded that employees’ decisions to exert higher levels of commitment, depended on the investment of the organisation and ensuring satisfaction of salient needs, such as the value of the outcome (cost benefit and well-being) to the employee.

6.3.3.3 *The measurement of JS on frontline managers OC*

The third predictor of OC identified in this study was JS, involving satisfaction with co-worker/teams, supervisor communication, and recognition and resources. The first facet referred to the extent to which employees’ work teams value their contributions and show concern for others. Empirical evidence in this research indicated that employee satisfaction (communication and recognition and team) were significantly related with OC (JS-CR (F1), JS-Team (F2) => OC-NC (F3) and OC-AC (F4). These results provided support for hypotheses 7, 7a, and 7b (see section 3.7.4).

Theories of need satisfaction and motivation provided the rationale for employee satisfaction and its link with OC. In particular, Adams’s (1963:424) equity theory was based on the notion of fairness and justice and how people form perceptions of what this means. Importantly, Adams (1963:424) contended that both conditions of underpayment and overpayment could influence subsequent behaviour. The main

assumption of need-satisfaction theory is that employees compare the present status of their needs with the level of need fulfilment that they desire from their jobs (Salancik & Pfeffer, 1977:427). Salancik and Pfeffer (1977:427) suggested that addressing employee needs in relation to attaining job need satisfaction can influence employee job attitudes and, by extension, how to motivate organisational performance improvement issues. Additional findings by McFarlin and Sweeney (1992:634) showed that distributive justice is a more important predictor of pay satisfaction, while procedural justice was a more important predictor of the organisational outcomes of subordinates' evaluations of supervisors and OC. In the same vein, there is an abundance of research studies within the hospitality literature (Lam & Zhang, 2003:217; Kim *et al.*, 2005:186; Gunlu *et al.*, 2010:705; Fisher *et al.*, 2010:402; Tsu & Tsai, 2014:3; Jung & Yoon, 2016:65) that confirmed that frontline managers' overall employee JS led to OC particularly, AC and NC.

The results of this study were consonant with previous research, which suggested that when employee needs are not fulfilled, an unpleasant state would manifest (Hackman & Lawler, 1971:262; Meyer & Maltin, 2012:12). As mentioned in Chapter 2, the results of this study highlighted that the influence of motivation could help managers understand that employees have expectations, which may influence how they associate and commit to an organisation (Meyer & Maltin, 2012:12). Therefore, it is worth noting that employee expectations, according to Vroom (1964:15), predict employees' engagement in behaviour that they perceive will lead to valued rewards. Assessing employee OC as an explanation of work behaviour in this study was important for a number of reasons. One reason was the behaviour towards service and customers.

On the basis of Fishbein (1967a:488) and Fishbein and Ajzen's (1977:889) behavioural intentions theory, Steers (1977:54) argued that employee OC should be viewed largely as a set of behavioural intentions, whereby employees may decide to exert high or low levels of effort on behalf of the organisation, which has a bearing on organisation's goals. Lee (2007:794) agreed that it is motivation that is responsible for the explanation of force toward a particular employee behaviour or action.

6.3.3.4 *The measurement of Ubuntu values on frontline managers' OC*

When empirical research was reviewed about the notion of *Ubuntu*, particularly in organisations as a style of management, only a few studies were identified. These

studies seem to encourage discussion on the role of *Ubuntu* style of management in organisations. For instance, Browning (2006:1333) noted that managers who lead or behave in a way that contradicts the expectations of frontline employees do not realise the opportunity of the positive influence they can have in encouraging employee interaction with customers. Poovan *et al.* (2006:25) found that *Ubuntu's* collective values promoted a shared value system that encourages team members to strive towards organisational values, which brings the team closer. In turn, this helps to increase the level of team members' commitment and JS, thereby, leading to a positive impact on the organisation.

In this study, results showed that, of the five values of *Ubuntu* (compassion, solidarity, survival, respect and dignity, and collectivism) that were measured, both collectivism (F1, => OC-NC, F5, and OC-AC, F6) and compassion were significant (OC- AC, F6). In consonant with the result of this research, which revealed significant relationship between *Ubuntu* collectivism and both dimensions of OC, some previous hospitality studies (Manzur & Jogaratnam, 2006:21; Namasivayam & Zhao, 2007:1216; Gunlu *et al.*, 2010:696) highlighted that managers from collectivist cultures and who support a positive work ethic are more committed to the organisation than individualistic managers. With regard to *Ubuntu* compassion, McGregor's (1960:12) motivational theory seems to be aligned with this element in that it suggests managers' understanding of employees' feelings and the need for management styles that resonate with employee struggles. In explaining McGregor's (1960:12) theory Y, understanding managers are viewed as those that take a more positive view on people.

According to Namasivayam and Zhao (2007:1222) cultural factors, such as religion, and local labour market factors influence employee OC. These studies seem to be in line with Hofstede's (1980, 1983, 2011) cultural relativity of the organisation theory. Within this theory, constructs such as individualism and collectivism are defined in terms of the attributes possessed by the people within a given culture of a country (Hofstede, 2011:8). This suggests that leadership is culturally contingent as it varies across cultures (House, *et al.*, 2004:5). In explaining this, House, *et al.* (2004:5) wrote that the status and influence of leaders vary considerably due to the cultural forces in the countries or regions in which they function. Therefore, indications are that, to succeed in a global business context, managers need to have the flexibility to respond positively and effectively to practices and values that may be dramatically different from that which they are accustomed (House, *et al.* 2004:5). One of the important lessons

that can be taken-away from the Globe study is that, sensitive as it is, culture and effective leadership requires that they are viewed by taking into account the popular idiom: 'When in Rome, do as the Romans do'.

Research propounded by MacDonald *et al.* (2014:2) supported the view that supervisors must put forth more effort than their subordinates must to build solidarity. Importantly, team solidarity and commitment is said to be a function of strong relationships with others, teamwork, and strong loyalty to group goals. There is also the more recent *Ubuntu* relation holder theory (Woermann & Engelbrecht, 2017:4), which contends that *Ubuntu* promotes collective decision making through encouraging interpersonal relationships among the work teams.

6.3.3.5 *The measurement of Ubuntu on ISQ*

The concept of internal service quality (ISQ) was explained in Chapter 3. The concept is based on the premise that service organisations have a duty to identify, measure, and manage the elements that produce service quality management systems (Hallowell, Schlesinger & Zornitsky, 2002:21). Most previous studies in this important research area (Bai, Brewer, Sammons & Swerdlow, 2006:49; Stanley & Wisner, 2001:288; Schneider & Bowen, 1993:39; Berry & Parasuraman, 1991; Gronroos, 1990:244; Heskett, Sasser, Earl & Hart, 1990) discussed ISQ as a moderating variable that helps improve service delivery to the external customer. According to Gjerard and Øgaard (2010:478), ISQ promotes cooperation among frontline employees and ultimately service departments. Accordingly, the results measuring this construct are discussed in the following sections.

6.3.4 **The measurement of the consequence of OC and ISQ on SQP**

Hartline and Ferrell (1996:59) argued that employee's OC to service quality is a function of managers' affective desire to improve his or her unit's service quality. To explain the above statement, empirical research by Babakus *et al.* (2003:273) and Cheung & To (2010:261) has shown that, inside the organisation, frontline managers have the role to interface the interaction between frontline employees of value adding departments and customers. Based on the theoretical underpinning of ISQ, it was hypothesised in this study that 'Internal service quality (cooperation of co-workers and commitment of value-adding departments delivering service quality internally and to

the guest) will have a positive relationship with frontline managers' service quality performance'.

When the measurement model was tested, which hypothesised that there is a positive relationship between ISQ and SQP, the results first showed that *Ubuntu*-collectivism was significant with ISQ (collectivism, F1 => ISQ, F5) which, by implication supported hypothesis 9a (see section 3.7.3.1). In the same way, OC-AC was found to be significant with ISQ supporting hypotheses 9a and 11 (OC-NC, F1 and OC-AC, F2 => ISQ, F3 and SPQ, F4). There is also previous research (Gjerald & Øgaard, 2010:478) which affirmed that the commitment and cooperation of co-workers and value adding departments facilitate role expectations during complex service delivery performance. Additional studies confirmed that frontline managers with close interpersonal relationships, and who interact with their co-workers and other departments, demonstrate higher levels of OC-AC towards service quality performance (Strydom, 2012:84)

6.3.5 The measurement of OC on ISQ and consequence of ISQ on SQP

The last model test in this research assessed whether there was an indirect positive relationship between the components of OC and SQP (Hypothesis 11a). When hypothesis 11a was tested, surprising results emerged in that, ISQ mediated the relationships between AC and SQP (OC-AC = significant with ISQ and ISQ = significant with SPQ). In this instance, hypothesis 11 was supported (ISQ (F3) => SQP (F4)). While this is the rare examination of such a relationship, this result confirmed Gjerald and Øgaard's (2010:478) argument that ISQ (facilitated by the commitment and cooperation of co-workers and the value-adding department) would lead to service delivery performance.

6.3.6 Model specification

The hypothesised model was structured according the EQS input file (see Figure 6.6) and by means of generated model. These files, particularly the general models are labelled with EQS notations such as observed variables as Vs, latent variables as Fs, and errors of measurement as Es. Such EQS notations as shown in Figure 6.7 made it easy to see exactly which variables and coefficients were explicitly modelled as well as noticing how many parameters were estimated (Byrne, 2001:63).

6.3.6.1 *Model estimation and evaluation*

In this study, the maximum likelihood estimation used as a default with EQS programme is specified in the method (ML) statement in the input files (see Figure 6.6). Having stated the above, the primary interest in SEM/ESEM is the extent to which a hypothesised model 'fits', or how the model adequately describes the sample data (Byrne, 2001:69). According to Bentler (1990:243), retaining a perfect fit model entailed following the rule of thumb, which suggests a minimum standard CFI and a NNFI of .95, and helps reduce the number of incorrectly specified models. In this study, the evaluation of the model fit was derived from three perspectives, (a) the model as a whole, (b) the parameter estimates, and (c) standardised residual estimates. These perspectives as applied in this research are discussed next.

6.3.6.2 *Model estimation and Goodness-of-Fit*

Model estimation in this study began with addressing the sensitivity of the χ^2 statistics (goodness-of-fit) to sample size ($n=212$). By using Version 6 of the EQS programme, two sets of fit statistics, that is., the traditional maximum likelihood χ^2 statistics and a corrected χ^2 value known as Satorra-Bentler scaled statistics, which is termed robust statistics (another important feature of EQS programme) were included (Satorra-Bentler, 1988; Bentler & Yuan, 2000:186; Byrne, 2001:69). In this sense, EQS helped to compute the scaled statistics (see Figure 6.7), and addressed the issue of multivariate kurtosis in the data by correcting both, the χ^2 statistics and standard errors.

GOODNESS OF FIT SUMMARY FOR YUAN-BENTLER CORRECTION BASED ON ROBUST

INDEPENDENCE MODEL CHI-SQUARE = **2398.749** ON **231** D.F. (DEGREES OF FREEDOM)

INDEPENDENCE AIC = **1936.749** INDEPENDENCE CAIC = **930.378**

MODEL AIC = **31.509** MODEL CAIC = **-818.026**

YUAN-BENTLER SCALED CHI-SQUARE = 421.509 ON 195 DEGREES OF FREEDOM

PROBABILITY VALUE FOR THE CHI-SQUARE STATISTIC IS .00000

FIT INDICES

BENTLER-BONETT NORMED FIT INDEX = **.824**

BENTLER-BONETT NON-NORMED FIT INDEX = **.876**

COMPARATIVE FIT INDEX (CFI) = .896

BOLLEN'S (IFI) FIT INDEX = **.897**

MCDONALD'S MFI) FIT INDEX = 0.586 STANDARDIZED RMR = .084 ROOT MEAN-SQUARE ERROR OF APPROXIMATION (RMSEA) = .074 90% CONFIDENCE INTERVAL OF RMSEA (.064, .084)

Figure 6.7: EQS-6 Goodness-of-Fit statistics for the hypothesised model of OC structure

As can be observed in Figure 6.7, the key fit indexes (CFI, GFI, RMSEA and robust variant of the CFI and RMSEA), showed that the hypothesised model is not a very good fit to the sample data and this could have been an indication of a substantial degree of misspecification.

6.3.6.3 *Parameters of estimates: Structural equations and test statistics*

Factor loading estimates in the EQS output are reported in this section. Based on the Satorra-Bentler ² statistics, the parameters along with the variance and covariance, have been listed together with their corrected standard errors and the resulting robust statistics (reported in parenthesis). In consonant with Byrne (2001:71), maximum likelihood estimates (.999), standard error (.054), resulting z-statistics (18.419), are given in this section as examples of values presented in Table 6.5. Moreover, the parenthesised values for the corrected standard error after multivariate kurtosis (.043) were taken into account as well as its related z-statistics (23.003).

Following the guidelines of Byrne (2001:72), no estimated values were reported for item 1, as it was fixed to a value of 1.00 for purposes of scaling and model identification ($V=1.000 F1 + 1.000 E1$). The same process pertaining to the hypothesised model was followed in assessing the factor loading estimates for the independent variables. The parameters for (a) variance of independent variables robust statistics values were: maximum likelihood (1.272), standard error (.158), resulting in z-statistics (8.074). Similarly, the parenthesised values for the corrected standard error after multivariate kurtosis (.123) were taken into account as well as its related z-statistics (10.349).

In assessing (b) covariances among independent variables, the values provided by the EQS input file were: maximum likelihood estimates (.615), standard error (.090), resulting z-statistics (6.812), while the parenthesised values reported the corrected standard error after multivariate kurtosis (.094) and related z-statistics (6.504). Together, the details of the parameters of estimates with statistical values for this

study's hypothesised model are presented in Table 6.5. More positively, during optimisation, no special problems were encountered as variance of parameter was set to zero (F3, F1 and V10 and F3).

Residual estimates for fitting of the hypothesised model:

Establishing model fit through EQS produced both the average absolute standardised (0.0572) and off-diagonal (0.0616) residuals. During this process, a list of largest standardised residual estimates and designates, in which pairs of variables involved, were produced (Byrne, 2001:77). EQS listed four largest standardised residuals for factors one, two, four, and five (V10 and V9, AC and NC-V21 and V18). This list indicated that there was an interaction between items measuring recruitment and compensation for HRM, AC, and NC for OC dimensions.

In attempting to arrive at fitting models, HRM recruitment and selection variables were dropped due to low r^2 ranging between, .163 to .284, and resulted in error messaging disappearing in subsequent models. As discussed in the following section, the items that had good r^2 loadings on the other factors provided a standardised solution for the model. For instance, factor one (HRM compensation), and factor two (HRM training and development) explained 42.2 per cent of variation on factor three (PSS). In turn, PSS significantly correlated with four (OC-NC). Additional to the error messages presented by the above factors, most of the standardised solution had items with good r^2 loadings on other factors (Table 6.5). As can be seen, significant predictors are highlighted in a grey shade.

Table 6.5: The standardised solution and R-Square

Standardised solutions	R-Square
HRMFR25 =V1 = .883 F1 + .469 E1	.780
HRMFR24 =V2 = .927*F1 + .375 E2	.859
HRMFR22 =V3 = .815*F1 + .580 E3	.664
HRMFR23 =V4 = .762*F1 + .648 E4	.580
HRMTD21 =V5 = .932 F2 + .363 E5	.868
HRMTD20 =V6 = .920*F2 + .393 E6	.846
HRMTD19 =V7 = .695*F2 + .719 E7	.483
HRMTD18 =V8 = .533*F2 + .846 E8	.284

Standardised solutions	R-Square
SUPC41 =V12 = .876 F3 + .482 E12	.768
SUPC40 =V13 = .871*F3 + .492 E13	.758
SUPWB38 =V14 = .847*F3 + .532 E14	.717
SUPWB39 =V15 = .821*F3 + .572 E15	.673
OCNC59 =V16 = .800 F4 + .600 E16	.640
OCNC62 =V17 = .670*F4 + .742 E17	.449
OCNC60 =V18 = .725*F4 + .689 E18	.525
OCNC61 =V19 = .781*F4 + .625 E19	.609
OCAC52 =V20 = .849 F5 + .528 E20	.721
OCAC51 =V21 = .818*F5 + .575 E21	.669
OCAC53 =V22 = .604*F5 + .797 E22	.365
F3 =F3 = .498*F1 + .212*F2 + .760 D3	.422
F4 =F4 = .415*F3 - .060*F1 + .068*F2 + .909 D4	.173
F5 =F5 = .502*F3 + .220*F1 + .009*F2 + .744 D5	.447

Based on the preceding discussion, a series of nested models was the next focus, which began with the restricted or baseline model to the least restricted by evaluating the comparative model fit model (Bentler, 1990:238/9; Schermelleh-Engel, Moosbrugger & Muller, 2003:35; Marsh *et al.*, 2014:89). As with Bentler (1990:243), retaining a perfect fit model followed the rule of thumb suggesting a minimum standard CFI and the NNFI of .95, which helped to reduce the number of incorrectly specified models. The next section discusses the structural equation models for the hypothesised antecedents and consequences of OC.

6.3.6.4 Statistical test of the hypothesised model of OC

SEM in this study entailed two sub-models, namely: (a) the measurement model, which defined the relationship between observed and unobserved latent variables, and (b) the structural model latent variables. Since the developed measures of *Ubuntu* dimensional scale were used for the first time in the context of South African hospitality, testing the fit of the *Ubuntu* measurement model and its relation to other variables of

interest started by using EFA with robust statistics, parameters of estimates and standardised residual solutions. The first task was to estimate the second-order factor model entailing HRM practices, POS, JS, and more specifically the four factors of the *Ubuntu* concept, and compare these with a null model (that is all inter-correlations between factors set to zero), and one factor model with all items set to one factor.

In comparing the restricted model to the less restricted model, the Satorra-Bentler scaled difference chi-square test, which is designed to produce a non-significant loss of fit between the models if the restriction assumption is supported. Following the test of the fit of the two null models (1 and 1a), the fit of measurement models, (1b to 6), including all the latent study variables were tested simultaneously. Thus, few item measures for recruitment and retention were removed. After establishing the fit of the measurement models, two different structural (mediation) models using ML estimation were tested, the first measured the antecedents of OC and the second consequences of ISQ and OC.

The structural equation of OC antecedents:

Testing the structural model in this research began with OC, *Ubuntu* values, and ISQ as multidimensional variables. When the EFA was performed however, the analysis showed that all these dimensions were more complex than expected, especially when conducting the empirical stages of the study. This was where complexity became evident, when testing the original hypotheses. For this reason, to ensure clarity, an analytical strategy was adopted and involved a measurement model (which defined the relations between observed and unobserved latent variables) and a structural model (which defined the relations between the latent variables), as recommended in the literature (Hair *et al.*, 2010:711; Huhtala & Feldt, 2016:5). In analysing the data, all the above three mentioned dimensions were tested in accordance with the expected measurement (that is, multidimensional variables) model (see Appendix U). Then, along with other variables, OC, *Ubuntu*, and ISQ constructs were treated as dichotomous variables. In the same way, the original assumption for HRM practices, POS, WFC, and JS was predicted to have a positive influence on frontline managers' OC. Consequently, SQP was predicted to be significantly related to *Ubuntu* dimensions and ISQ, where OC is assumed to be indirectly related with SQP.

Testing the assumption of the hypothesised relationships required one measurement model, as indicated in Figure 6.4. Thus, the results particularly, with HRM practices

showed that a second measurement model (Figure 6.5) was required. As originally hypothesised, WFC was removed from further analysis due to it not fitting with the empirical results. HRM practices in model 1 did not correlate with OC. This model had low scoring items for the HRM practices, encompassing recruitment and selection. As a result, model one (M1b) for example, showed that there was a significant relationship between HRM training, compensation, and PSS. Model two (M2) was represented by frontline managers' OC, which was significantly influenced by various aspects of frontline managers' JS. The third model (M3) was represented by ISQ being influenced by the *Ubuntu* construct (facilitated by compassion, survival, group solidarity, respect and dignity, and collectivism).

As can be seen, the basic hypotheses were concerned with the influence of four independent variables including HRM, PSS, JS, and *Ubuntu* dimensions on frontline managers' OC. The impact of OC as independent variable on frontline managers' SQP as work behaviour outcome was also of interest. Accordingly, the first model of frontline managers' OC predicted by three main variables (POS, JS and *Ubuntu* values) was estimated using the maximum likelihood (ML). As demonstrated, model one (M1b): OC-F5, AC and F6, NC = F1 (HR-compensation), F2 (HR training), [HR recruit dropped] => F4 (POS-facilitated by supervisor support). The first model suggested that PSS was significantly related to HRM practices and conditioned frontline managers' OC. The four models were estimated using SEM as follows: Frontline manager OC = (PSS, JS and *Ubuntu* collectivism and compassion). The results of the first structural equation are presented in Table 6.6.

Table 6.6: Structural equation of OC and its antecedents

Tested Models	Cases	Estimates	χ^2	Df	χ^2/df	*P = 0.1.	NFI	NNFI	CFI	RMSEA
M1b	212	28.9	266.019	143	1.860	0.000	0.873	0.924	0.936	0.064
M2	212	27.23	211.06	99	2.132	0.000	0.877	0.915	0.930	0.073
M3	212	41.74	424.744	261	1.635	0.000	0.825	0.911	0.923	0.055
M4	212	40.39	419.785	199	2.109	0.000	0.804	0.866	0.884	0.073

Notes: $p = 0.1$, $**p = 0.05$ and $***p = 0.01$

The overall measurement was significant and the hypothesised antecedents (HRM, PSS, JS and *Ubuntu* collectivism and compassion) explained 42.2 per cent variation

for HRM in PSS, and PSS 44.7 per cent of the variation in AC. Employee JS explained 56.9 per cent variation in AC and 26.2 per cent in NC. Finally, *Ubuntu* collectivism and compassion explained 48.5 variation in AC, and 26.5 per cent in NC. Therefore, it can be seen in Table 6.6 that PSS, JS and *Ubuntu* collectivism and compassion had a positive impact on frontline manager OC and the size of its standardised solutions (r.) suggested that all were similarly important.

The structural equation model (M5 and M6) estimated that ISQ and OC would significantly correlate with SQP. However, in the case of the hypothesised relationships between the three OC components and SQP, only AC was significant with SQP. The results are presented in Table 6.7.

Table 6.7: Structural equation of the consequence of OC to ISQ and SQP

Tested Models	Cases	Estimates	χ^2	Df	χ^2/df	*P = 0.1.	NFI	NNFI	CFI	RMSEA
M5	212	30.63	198.961	99	2.010	0.000	0.862	0.908	0.924	0.069
M6	212	30.63	185.046	98	1.888	0.000	0.871	0.919	0.934	0.065

Notes: $p = 0.1$, $**p = 0.05$ and $***p = 0.01$

As can be seen in the original proposed model (Figure 6.4), it was hypothesised that ISQ (impact of value-adding departments and cooperation of work teams on others) for model five (M5) would significantly correlate with SQP, while model six (M6), predicted that OC: AC, NC, and CC would have an indirect impact on SQP. However, while the results showed a significant and positive relationship between ISQ and SQP, only AC had a positive relationship with SQP. Accordingly, 46.6 per cent of the variance in SQP was explained by ISQ, and OC (NC and AC) explained 44.7 per cent of the variation for the SQP.

6.4 CONCLUSION

Overall evaluation of all the EFA and SEM suggested that all dimensions of OC are significant in aggregate. A PATH model which shows a satisfactory goodness of fit index (GFI), was used to test the hypotheses. It also can be concluded that there is a

positive and significant relationship between supervisor-support, job satisfaction and both AC and NC. Figure 6.8 illustrates this conclusion.

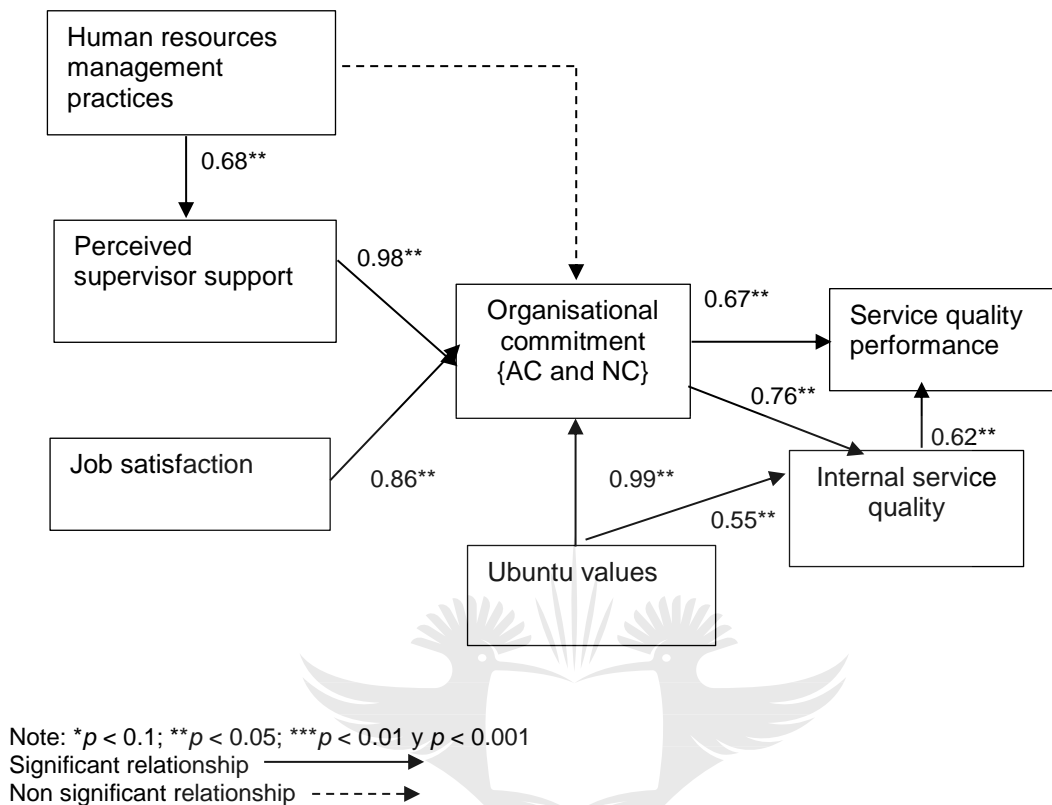


Figure 6.8. Results of structural (PATH) model

Specifically, the above evaluation demonstrated the importance of the OC construct in this study being affected by HRM practices (compensation, and training and development), PSS representing perceived organisational support (supervisor-employee supportive atmosphere), JS (demonstrated by satisfaction with communication, recognition, and teamwork), and affecting other variables such as *Ubuntu* collectivism and compassion, and internal service quality. Overall, these results were interpreted to suggest that supportive management was likely to lead to positive behavioural responses and actions, which in turn leads to desired organisational work outcomes by the employees. As indicated earlier, supportive management is concerned with supporting staff during difficulty times, working with them and being present physically and emotionally, demonstrating genuine authenticity, and creating an atmosphere of support. In the same vein, this research found that as frontline managers perceived greater support for training, and fair

compensation for good performance work, their job satisfaction, and commitment would increase.

In summary, this study's third stage of research helped refine and validate the measurement model (M1-M6) of the predictors of OC, *Ubuntu*, and SQP. It also validated the perceived common factors highlighted in Chapter 5 for stages one and two. By testing the research model of frontline managers' OC, patterns varied as training, compensation, support, collectivism, and compassion appeared to fit the posited need satisfaction motivation, cultural dimensions, and behavioural frameworks. The next last chapter discusses the conclusions with regard to the study's research questions and objective, highlights the limitations of this programme of research, followed by recommendations and direction for future research.



Chapter SEVEN

Thesis Summary, Conclusions, and Recommendations

7.1 INTRODUCTION

This final chapter presents a profile of this research and recommends future research opportunities in the related study field. It also offers conceptual, methodological, and empirical conclusions from the research, and discusses the implications and limitations associated with this research. The recommendations and directions for future research are also suggested. The next section provides a summary of the thesis, followed by the conclusions made regarding the findings of the nine research questions of the study.

7.1.1 Summary of the thesis

The structure of this thesis was divided into five parts and presented over seven chapters. The first part gave the theoretical background and conceptualisation of the main variables of interest. The second part comprised exploratory qualitative study in stage one and a Delphi consensus building process in stage two. In addition, it comprised qualitative data analysis for both stage one and two, and the emergent findings thereof. The third part entailed a quantitative study for stage three of the research. Part four provided the quantitative data analysis and results using descriptive statistics and EFA. Part five concluded by presenting the measurements and structural models using the SEM, and EQS (Version 6.0) programme.

7.1.1.1 Chapter 1

Chapter 1 was an introductory chapter. It presented a general perspective of the research as a whole, the importance of the research context, the objectives, and research questions. This chapter attempts to answer the nine research questions posed in section 7.2 through the study's findings outlined in Chapters 5 and 6 and helped address the main objective of this study: 'To explore the influence of positive managerial practices, the role and influence of Ubuntu collective values, and individual factors towards frontline managers' OC to improve and promote service quality behaviour culture, and extend the national tourism service excellence strategic framework in the context of the South African tourist hotel accommodation sub-sector'.

The above objective was developed based on the gaps identified within the South African national tourism service excellence framework (NTSES) (see section 3.3.1.1). As part of this study's contribution, a model of service quality behaviour culture was developed, thereby, expanding the existing NTSES. The recommendation was to expand and integrate the NTSES framework where potential for adaption in other sub-sectors of the tourism and services sectors was considered (see Figure 6.5).

7.1.1.2 Chapter 2

This chapter provided the theoretical foundation of the OC dimensions from conceptualisation in the literature following Becker's (1960) side-bet theorisation. The chapter also touched on the scope and limits of OC (discrepancies) within the economics and OB disciplines (see Table 2.1). The three major components of OC, as its main constructs, were presented, followed by their proxy variables as most common predictors found in the economics and OB literatures. Different perspectives of the OC concept were presented and brought together to ensure a broad understanding of employee OC and commitment across cultures was maximised. These perspectives were developed and debated through motivation theories, need satisfaction, relativity of culture, and behavioural intentions frameworks. Finally, a set of 17 preliminary hypotheses (see section 2.7) was presented at the end of Chapter 2.

7.1.1.3 Chapter 3

Chapter 3 discussed the hospitality context and introduced the nature of services, and how they differed from goods. The characteristics of hospitality were defined, and a classification of services, as related to the SERVQUAL model and ISQ, presented (see Table 3.1 and Figures 3.1 and 3.2). Before this, the relationship between frontline employees and customers interfaced by frontline managers was discussed by reviewing the literature on service marketing. The convenience sample of frontline managers as key participants in this study was based on their knowledge of the values and norms of the hotels at which they work, including their responsibility to communicate the norms, values, and goals of the hotel to frontline employees (Tang & Tsaur, 2016:2334). Overall, this provided both developmental and structural overviews of the nature of hospitality work in South Africa, providing a contextual background of this three-stage research. As such, the empirical data of this study was collected from hotels across the nine provinces of South Africa, and the findings were, to some extent, culturally related to the *Ubuntu* notion.

7.1.1.4 Chapter 4

This chapter presented the methodology, with which the validity and reliability of its findings, using both qualitative and quantitative research methods, were provided. The research perspective, post-positivism, from which this research was viewed, was adapted by contrasting the main philosophical approaches such as positivist, interpretivist, and pragmatism. Thus, the main research design in this study was based upon hypotheses testing within a triangulation methodology.

Method triangulation was discussed from the viewpoint of using multiple research methods, including both qualitative and quantitative approaches. The exploratory research design, incorporating semi-structured interviews, was discussed. These semi-structured interviews were conducted with ten hospitality academics, and fifteen frontline managers in addition to the survey questionnaire distribution. Additionally, this chapter discussed the study population and the sample design, including the sampling frame, the sample size, and the questionnaire design. The questionnaire survey design for the study was a major tool of data collection for this study in stage three. As a result, the data collection processes were presented and explained in relation to the interviews, the Delphi technique, and the survey questionnaire. For the most part, Chapter 4 justified that exploratory interviews and the Delphi study were to be conducted in a triangulation approach to support and pave the way for the survey study, which would be used as the main study. The survey was then conducted to explore the frontline managers' OC relationship between the immediate manager, frontline managers, and the customer in the hospitality service sector context. The validity and reliability of the study were discussed, including face, criterion, and construct validity.

Finally, the data analysis techniques for research stage three were presented, asserting the use of the EFA and SEM techniques used for the data analysis of this study (see section 4.7.6). To this end, empirical results emanating from the three research stages were presented and discussed in Chapters 5 and 6.

7.1.1.5 Chapter 5

This chapter presented and discussed participants' perceptions, soliciting stories about their experiences of management practices inside the tourist hotel accommodation industry in South Africa. This included the demographic profiles of the participants (see

Tables 5.1 to 5.3 and 5.7). Moreover, this chapter discussed the main antecedents of this study as both financial and non-financial organisational characteristics. These include HRM practices, co-worker and supervisor relations, work support, job satisfaction, and WFC.

The findings summarised the opinion and understanding of the *Ubuntu* concept, through the excerpts derived from the interviews, which were given in light of the moderating role this construct played in work-relationships and decision-making processes. Finally, the chapter discussed the major consequences of the *Ubuntu* practicing organisation on OC and service quality behaviour outcomes.

7.1.1.6 Chapter 6

Chapter 6 was divided into two parts. The first provided an overview of the descriptive analysis of the data, discussed the respondent's demographic dimensions, in terms of mean scores and standard deviations, providing a clear understanding of frontline managers that were investigated in this study. This was followed by descriptive statistics and factor structures developed by EFA of the main variables of the study. The final section of part one discussed the empirical test of validity and reliability, which suggested a satisfactory degree of both validity and reliability.

The second part provided an analysis of the basic assumptions of the SEM technique used in this study, including the test of normality, linearity, homoscedasticity, and multicollinearity (see sections 6.3.1.1 to 6.3.1.4). This was followed by validation of the hypothesised model of the predictors of OC, and before concluding the model specification was discussed. Based on this thesis summary, findings relating the nine research questions that this study aimed to answer are presented next.

7.2 THE CONCLUSIONS RELATING TO THE RESEARCH QUESTIONS

Following from section 7.1.1, the context and list of specific research questions (see Table 1.9) that this study wanted to answer, conclusions, and implications in terms of theoretical, conceptual, and empirical results are drawn. Finally, the study's contribution, recommendations, limitations, and directions for future research are put forth.

7.2.1 Research question 1

The results provided in Chapter 6 (see Figure 6.4) indicated that, of the four HRM practices, compensation, and training and development contributed significantly to frontline managers' OC to the South African hospitality sector. Therefore, the literature (Maxwell & Steele, 2003:368; Kim *et al.*, 2009:385; Gunlu *et al.*, 2010:711; Nadiri & Tanova, 2010:39; Bulut & Culha, 2014:318) that provided evidence of the significant relationship between HR training and development, and fair compensation helped to elevate OC, found support in this study. These findings answered the question: 'Which components of HRM policies and practices (employee selection & recruitment, training and development, compensation, and employee retention) contribute positively to frontline managers' OC can be identified from the models and theories of HRM?'

Although this study reports a lack of, or no significant relationship, between frontline manager HRM recruitment/selection and retention, and frontline managers' OC, hospitality organisations still need to realise the importance of equitable employee compensation in addition to training and development.

7.2.2 Research question 2

This study's empirical evidence (see section 6.3.3.2) revealed that the aspects of employee POS, facilitated by supervisor support that frontline managers consider more important, were supervisor's presence involving care and well-being, and valuing the opinions, goals, and values of employees, followed by the supervisors' availability to assist when employees have problems. Consequently, the significant impact of these facets of POS on OC was labelled as 'supervisor employee supportive atmosphere' in the hospitality sector. These findings mirrored Meyer *et al.*'s (2015:70) findings that PSS is an important predictor of both AC and NC components of OC, and thus, provide a unique additive effect on employee profile membership. This means that, the more positive employee PSS increases, the more they feel a sense of moral commitment (i.e., a desire to do what is right).

The conclusion that can be made from the above is that, when employees perceive that their organisation (facilitated by perceived supervisor support) truly puts their needs first, they are more likely to invest time and energy in their work, which in turn, might lead to beneficial outcomes for both the individual employee and the organisation. This conclusion is consonant with the operationalisation of frontline

managers' OC developed in this study (see section 3.4.1). When OC is operationalised, POS is premised on the belief that individuals feel obligated to contribute to their organisation when they see the organisation's commitment to them (Eder & Eisenberger, 2008:64).

There is also a considerable amount of evidence in the hospitality literature (He *et al.*, 2011:597; Chan & Jepsen, 2011:166; Ubeda-García *et al.*, 2014:108; Dhar, 2015:424; Jaiswal & Dhar, 2016:68), which supports this study's findings. Therefore, conclusions associated with addressing research question 4, aid an understanding of the value of employee treatment, and the extent to which an organisation values their contributions and cares about them; thus, affirming the fundamental importance of the organisation's commitment to the employee, and in turn, employee's felt obligated to do well for the organisation. Additional evidence indicates that employee POS is the biggest predictor of the NC component of OC (Bulut & Culha, 2010:311; Colakoglu *et al.*, 2010:138; He *et al.*, 2011:597). In this study, empirical evidence indicated a high correlation between PSS and OC, particularly AC (see section 6.2.3.4).

7.2.3 Research question 3

The predictors of South African frontline managers, regarding JS, were their satisfaction with communication (which included feedback from managers regarding performance), recognition for a job well done, and satisfaction with teamwork. These various aspects, developed from motivational theories, provided support for the hypothesised relationship as predicted in this research. Section 6.3.3.3 showed that there was a significant relationship between these various aspects of JS and frontline managers' OC. To a certain extent, this study's results mirrored recent research (Zopiatis, Constanti & Theocharous, 2014:136; Sharma & Dhar, 2016:172; Kim *et al.*, 2016:574), which reported a strong positive relationship between employee OC and various aspects of JS. Previous important research by Malhotra and Mukherjee (2004:169) indicated that JS and OC of employees have a significant impact on service quality delivered. Regarding the frontline managers' requirements for a supportive work atmosphere, Colakoglu *et al.* (2010:144) agreed that, satisfied employees result from supportive work conditions, such as cooperation with co-workers, and the supervisor communicating and recognising the work performed.

7.2.4 Research questions 4 and 5

With regard to family roles' interference with work roles, and vice-versa, previous literature (Namasivayam & Zhao, 2007:1220; Magnini, 2009:119; & Zhao *et al.*, 2011:50) highlighted that WFC aspects are a serious HR issue, which results from an increasing percentage of single parents. This interferes with HRM practices and policies, which in turn affect employee behaviour and performance in the hospitality sector. However, in this study, the quantitative results in stage three showed no significant relationship between these two aspects of the WFC concept. The structural model in Figure 6.4 showed that the measurement model for the factor structure of the WFC construct, did not fit the final revised structural model, and therefore was removed from further analysis.

Despite the above, quantitative results relating to WFC, the qualitative exploratory findings in stage one indicated that there was moderate expectation among some frontline managers regarding their organisations consideration of family time. These managers noted that they usually set time aside when they are off-duty to spend with their families, and perform family roles outside of work. This was demonstrated by managers who felt that organisational schedules or rosters that tended to be adjusted affected the time they needed for family roles (see section, 5.2.5.2). Even though these managers acknowledged that changes in work schedules are part of being a manager in a hospitality setting, they reflected on the importance of the balance between work and family life. Not surprisingly, Choi and Kim (2012:1012) cautioned that young hospitality employees have begun to realise that hospitality work is as important as their family lives. This is particularly important to note for young employees, given that Deery and Jago (2015:467) emphasised that young and talented employees value work-life balance (WLB) and would leave the organisation if work demands and family demands were imbalanced. These previous studies led Zhao (2016:2428) to conclude that unbalanced work and family relationships could cause employees to change careers.

7.2.5 Research question 6

Even though there are limited empirical research findings on the significant relationships between *Ubuntu* styles of management, reflected by the four values of *Ubuntu*, identified in the literature, this study provides good news for the South African hospitality sector. When this research question was explored, both qualitative and

quantitative findings showed that there was a strong and significant relationship between various elements of *Ubuntu*.

The measurement model discussed in section 6.2.5.5 indicated that there was a significant relationship between *Ubuntu* values, facilitated by group solidarity and collectivism (working together as a team), and managers' compassion (being there both physically and emotionally for their team). While these two elements of *Ubuntu* significantly correlated with both dimensions of OC (AC and NC), other elements were also related with OC. Detailed exploratory findings from the interviews supported the results of stage three.

7.2.6 Research question 7

In responding to this question, the empirical evidence provided (see Figure 6.4) highlighted that *Ubuntu* collectivism significantly predicted internal service quality (co-operation between the departments and work teams), commitment to servicing other departments within the organisation, which in turn, developed a culture of consistent service delivery to external customers.

New research findings associated with the role and influence of *Ubuntu* values revealed that both compassion and collectivism had a positive impact on teams and managers who saw themselves as part of the team. In turn, this helped value-adding departments and co-workers interact for the benefit of others within the organisation, and subsequently quality customer service delivery. Therefore, the research content of the emergent model provides good news for the South African hospitality managers.

The results of this research indicated strong evidence that service quality improvements would increase through collective teamwork, managers' physical presence, and authenticity of the emotional support given to employees. As such, the qualitative findings showed that work teams would reciprocate support and compassion, and stand by their manager to succeed.

The most important message of research question seven was that *Ubuntu* values and practices should be understood as an organisational resource that managers could use to trigger a positive and motivational atmosphere among employees. When organisations and managers invest effort into *Ubuntu* values, it can contribute to increased collective work teams, and increased affective and normative employee commitment.

Based on this study's results, and affirmed by the literature (Khoza, 1994:2; Tutu, 2004:27; Battle, 2009:2; Qobo & Nyathi, 2016:423), managers as representatives of hospitality organisations should pay attention to valuing the worth of others (co-workers and teams), showing kindness (genuine authenticity), and ensuring a common understanding between the supervisor and team members. Together, the above should endorse *Ubuntu* values and the notion of people first in a hospitality organisation (Jackson, 2004:28; MacDonald *et al.*, 2014:2; Woermann & Engelbrecht, 2017:4). These management practices can help to encourage the common good by using ethical attraction, recruitment, and retention of employees that are a good fit in the organisation, thus, developing motivational process for employees (McGregor, 1960:12; Wiener, 1982:419; Roodt, 1997:10; Huang & Hsiao, 2007:1274).

7.2.7 Research question 8

To address this question, it was hypothesised that 'internal service quality (cooperation of co-workers and commitment of value-adding departments delivering service quality internally and to the guest) would have a positive relationship with frontline managers' service quality performance'. The results presented in section 6.3.3.5 showed that *Ubuntu*-collectivism was significantly related with ISQ. By implication, ISQ was a strong predictor of employee service quality performance (SQP). Both, commitment and cooperation of co-workers in value adding departments were strong predictors of service quality performance in this study.

In relation to the above conclusion, several recent studies (Olsen *et al.*, 2016:399; Srivastava & Dhar, 2016:363; Li, *et al.*, 2017:201) confirmed that team relationships, and satisfaction with work projects, resulting from strong bonds between the employees and the supervisor, helps develop work teams that are highly committed to both the employer and the customer, hence SQP can be achieved.

7.2.8 Research question 9

Concerning this research question, evidence showed that there was no direct significant relationship between OC and service quality performance. This finding was surprising given that there is evidence in the literature that shows a significant relationship between OC and SQP. However, *Ubuntu* collectivism and cooperation among work teams and departments seem to encourage more positive work outcomes than OC. As such, results showed that ISQ mediated the relationship between OC (AC

and NC) and SQP. The results of this study, beginning with HRM practices and related people management concepts such as POS, *Ubuntu* values, and ISQ are intertwined, leading to employee behaviour and work performance. There are studies that found that HRM practices, such as training, are an effective tool for influencing frontline managers' OC levels, both AC and NC, significantly influence SQP (Garg & Dhar, 2014:72; Dhar, 2015:424).

The above discussions led to the conclusion that, on aggregate, the research questions developed were addressed, and that the main objective of this thesis was met. Upon examination of the assumed measurement and structural models of OC in the South African hospitality sector, an alternative fitting model attempted to address an integrated approach to service quality by understanding the most common predictors of OC. Robust statistics were developed using EFA and the EQS (Version 6.0) programme. In this study, 18 hypotheses (see Table 1.8) were tested. Twelve hypotheses were supported overall, nine fully supported (H3, H4, H5, H5a, H7, H7a, Ha, H9a, and H10), and three partially supported (H8, H8b to H11) by the empirical results. As shown in Table 1.8, six of these (H1, H2, H6, H7b, H9, and H9b) were not supported by this study's empirical results. Thus, the fully developed model in Figure 6.4 was supported by the qualitative findings of the research (stages one and two) which confirmed that the common predictors of OC in the hospitality sector (see section 3.4.1) were HRM practices, work support, and job satisfaction, while OC and ISQ also acted as independent and moderating variables. In this model, results showed that frontline managers' SQP was a dependent variable and a consequence of ISQ, AC, and NC.

Lessons to be learned by hospitality managers resulting from exploring these two measured concepts (*Ubuntu* and ISQ), highlighted that opportunities exist in the hospitality sector to begin looking at key elements of the *Ubuntu* concept as it can complement existing management styles (see section 3.5.2.1 & Table 3.6). The reviewed empirical research showed that top management should be in touch with the feelings and perceptions of frontline managers, and must ensure that the policies that are put in place lead to the desired work outcomes (Hartline *et al.*, 2003:43; Strydom, 2012:6; Tang & Tsaur, 2016:2334). In this sense, of paramount importance is the role frontline managers play in ensuring successful interactions with customers, and frontline employees' commitment to service quality, which cannot be underestimated. Importantly, the emergent empirical evidence in this study, which supports most

previous research, shows that there is great potential for encouraging commitment, which in turn would ensure customer service quality satisfaction and collective achievement of organisational goals.

7.3 CONTRIBUTION OF THE STUDY

7.3.1 Theoretical and practical contributions

The theoretical underpinning of this study was based primarily on literature from economics and OB, including concepts developed from organisational culture studies, management and service marketing disciplines, and the OC literature. Primarily, the study brings together economics and OB disciplines through establishing similarities and differences across these fields of study. Bringing these different fields together helps increase an understanding of the OC concept in the hospitality sector.

The review of the literature in the economics and OB fields (Becker, 1960:35; Katz & Kahn, 1966:186; Kanter, 1968:504; Ritzer & Trice, 1969:475; Stebbins, 1970:527; Bateman & Strasser, 1984:95; Mowday *et al.*, 1979:225, 1982:27; O'Reilly & Chatman, 1986:493; Mayer & Schoorman, 1992:673; Meyer *et al.*, 2002:21) recognised and magnified the fundamental importance of employee OC. Economics researchers typically conceptualised OC in terms of side-bets associated with the time, magnitude of costs, and organisational tenure, which emphasises monetary benefits such as pay-compensation. The gap that this current research fills is that which the economics perspective neglected, the non-monetary determinants as organisational characteristics that may affect employee's identification and involvement with the organisation.

In contrast to the economics discipline, the OB literature focuses on a broad array of non-monetary organisational characteristics, but overlooks the time aspect and side-bets dimensions, which led to little attention being given to monetary benefits as possible motivators for employee OC. Compared to the economics discipline, the recognition of the importance of OC across global organisations has led OB researchers to recognise the role that employee cultural differences play in improving various forms of employee OC (Gellatly *et al.*, 2006:343; Fischer & Mansell, 2009:1353; Meyer *et al.*, 2012:12; Astakhova, 2016:961). These studies mainly built their arguments around Hofstede's (1980) cultural dimensions, and House, *et al.*'s (2004) Globe study. Within these various disciplines and seminal works in cultural

dimensions, it was possible in this study to develop a guiding theoretical framework as the basis for this thesis. Similarly, the comprehensive review of the literature on services marketing, and hospitality sector specifically, shed some light on the importance of the role that frontline managers play in the interface between employees and customers. The uniqueness of services, and how they differ from products, shed further light on the unique character of hospitality and future research in this field being shaped by the results of this study.

The reviewed literature (see Table 3.1) portrayed hospitality as a unique sector. There is the well-established notion of emotional attachment to the customer (Lashley, 1998:25; Kirillova *et al.*, 2014:24), the characteristics of hospitality, coupled with the research findings, placed hospitality organisations, tourist hotel accommodation in particular, at the centre of the South African tourism value-chain. Consequently, most predictors of OC and commitment towards service quality have been identified, and helped to develop an integrated approach (model) to addressing service quality performance issues in the South African hospitality sector, which could be applied in other tourism sub-sectors. In this sense, a research model was developed based on literature from different disciplines as mentioned above. These various disciplines studied within specific theoretical frameworks, discussed in Chapter 2, have guided this research in building an integrated approach to service quality. By doing so, the gaps found in the existing NTSES were addressed by relating the developed model of this study to a variety of predictors of OC and SQP in the South African hospitality sector. From a practical standpoint, this study provided an important step towards refining an understanding of the nature of the *Ubuntu* concept, particularly the compassion and collectivism dimensions, including internal service quality (ISQ), from hospitality employees' perspectives. It showed that an *Ubuntu* style of management demonstrated by collectivism, or team culture, could be a soft motivational resource, leading to potential employee identification, not only with the organisation, but also with other referents (i.e., co-workers, supervisors, or even customers).

A major contribution of this study was to provide new understanding about the mechanisms that explain why genuine authenticity, respect, and care for others would lead to not only good working teams, but also positive employee work outcomes. In this research, which supported previous research, significant relationships between HRM practices, PSS, and the dimensions of OC, AC, and NC were found, as was theorised in the research model. Besides the usual predictors of employee OC, this

study demonstrated that employees who had a positive perception of their organisations, and co-workers' support demonstrated by the managers' understanding of *Ubuntu* values, were more likely to be engaged with their jobs and thus commit and develop a culture of team support and collective-achievement towards organisational missions and goals.

A culture of strong commitment towards service quality behaviour and performance in the context of the South African tourism value chain, particularly tourist hotel accommodation, is made possible. The next sections highlight the contributions of this study in terms of methodology, followed by managerial and practical implications, the limitations of the study, and directions for future research.

7.3.2 Methodological contributions

The final contribution that this study makes is a methodological one. Content validity and utilisation of reliable scales for OC, JS, HRM, POS and ISQ (see section 4.5.5), saw this study test the factorial validity and applicability of a new shortened version of a multidimensional scale for measuring the styles of management in relation to *Ubuntu* dimensions. Use of the Delphi technique for verifying the measures for an *Ubuntu* style of management in research stage two provided further benefits for future studies (see section 4.6.2). Previous studies such as Sigger *et al.* (2010) developed a list of 44 measurement items from the four established *Ubuntu* values and tested it on an organisation in Tanzania. By verifying the new developed measures and existing scales of *Ubuntu* dimensions, adapting a Delphi study technique was a major benefit and methodological contribution.

This research is one of the rare initiative studies that utilised three different methods in a triangulation approach (see section 4.3.3.2) in order to explore the factorial validity of a new version of an *Ubuntu* style of management instrument. Therefore, it can be said that the methodology adopted in this research offers support to the theoretical conclusions in as far as developing a statistically reliable measurement instrument that combined inductive and deductive research approaches (see section 4.5.5). These approaches, which guided the research design, helped compensate for their weaknesses, and took advantage of their strengths. The other benefit of these approaches and the contribution that the study makes to the literature is that, no study has empirically tested an *Ubuntu* instrument that incorporates collectivism as a fifth dimension. Only one other study (Sigger *et al.*, 2010) empirically tested an *Ubuntu*

style of management instrument in an organisation, which resulted in suggested modifications to the scale, structure, and length within a South African management context. Very little is known about empirically testing the collectivism dimension scale as it relates to the *Ubuntu* concept. As a result, support for the original five-factor structure of the *Ubuntu* scale was provided. However, the shortened version, where the measurement model supported the theoretical foundation of the compassion and collectivism dimensionality of the *Ubuntu* concept, is recommended for future research. Compared to the 44 scales developed by Sigger *et al.* (2010), this *Ubuntu* shortened multidimensional scale can be more easily, and broadly, adapted in other management research settings because it is reliable and less time consuming for the respondents. A high response rate might be achieved, thereby, reducing the likelihood of attrition in future studies. In summary, the combination of multiple scales, encompassing varied independent variables into a single study to measure frontline managers' OC, is likely to have broad application in a wide range of other research settings.

7.4 MANAGERIAL AND PRACTICAL IMPLICATIONS

Employees (in this case frontline managers) who perceive their organisation as facilitated by the supervisor or immediate manager to carry out *Ubuntu* values and practices, demonstrated with authenticity by being there physically and emotionally, experience better support, care, and well-being within their organisation. In turn, employees expend higher team cohesion, togetherness, stronger affective and normative commitments to the organisation, and more positive work behaviour. This is an important finding for South African hospitality organisations and managers, because it provides evidence of the positive effects that *Ubuntu* values and practices can have on an individual employees. This could generate stronger OC, turning into commitment towards service quality culture and organisational advantage, with the collective achievement of work goals. This study increased the understanding of the measurement of OC as a multidimensional construct that can be studied in many ways. Further increase in understanding include, commitment towards service quality, and better integration of findings from the OB, economics, main stream management, tourism and hospitality literatures. Therefore, as alluded to earlier, fostering *Ubuntu's* compassion and collectiveness (as a "gift that Southern Africa can give to the world" (Tutu, 1995:15) could enable organisations to attract employees who feel authenticity

from managers that align with their individual values, which then generate positive attitudes and work behaviours in employees.

As a recommendation, South Africa's hospitality sector needs to foster stronger team relationships, through authenticity of support by the supervisor and social activities. Communication is also an important consideration for managers to enhance employee job satisfaction. It is necessary to see to it that employees receive both job-related and organisation-related information. Communication should include feedback about employee's performance, the performance of their department/section, and the organisation. In this way communication and feedback would provide more commitment from employees, especially in understanding the purpose of their tasks, their overall position in the department (ISQ) and the organisation, as well as how their jobs contribute to the overall goal. Performance rewards and incentives (e.g. food vouchers, complimentary accommodation, lunch) should be regarded as an important means for motivating employees and encouraging them to improve their SQP and their relationship with the customer. This research showed that incentives were ignored in relation to work performance targets. Management should ensure that there is a link between commitment and incentives for employees to reap the benefits of being committed. Commitment comes with more responsibility, and if the employee feels there are no incentives, he or she may lose motivation and compromise the care of the customer.

Non-financial or social activities could include monthly team member recognition functions, end of the year celebrations, and employee of the year functions, and could be integrated to foster a relaxed and supportive atmosphere that enables collective achievement of organisational goals and service quality performance. This would support the hospitality sector's competitiveness as it strives towards providing excellent service to customers and tourists, thereby, gaining global market leadership. Subtle positive organisational changes encouraging supervisor and employee care and well-being would enhance intellectual capital of the hospitality organisation through team and job attitudes (Salancik & Pfeffer, 1977:427).

On the basis of the above, the study argues that various interrelated elements and conditions located in each of the operating environment of frontline managers' help create a working environment conducive to service excellence culture. Thus, industry leaders and senior managers need to allow tourism hotel organisations located in such

work environment to identify a supportive supervisor-employee atmosphere and human resources management practices that, with compassion and promoting team cohesion and collectivism, ensures sustainable national tourism service excellence culture. Figure 7.1 illustrates this argument.

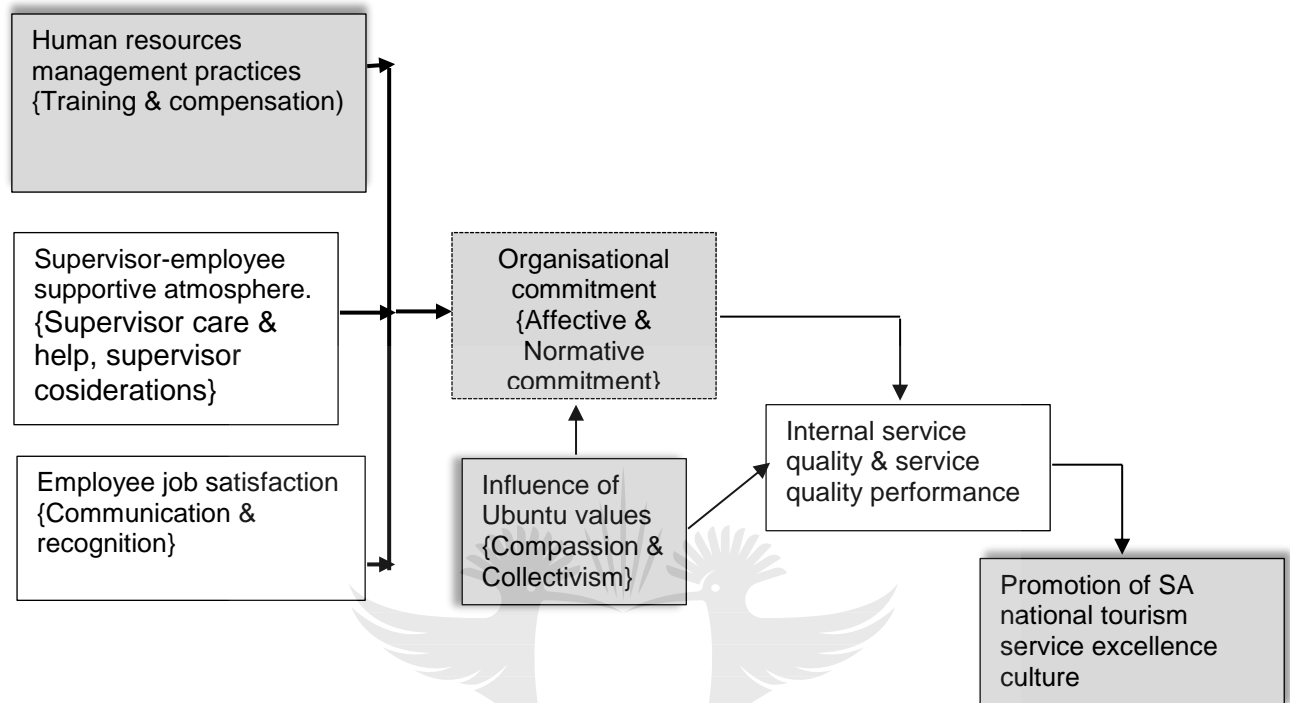


Figure 7.1 Interrelated elements that are identified in developing frontline managers' commitment and promote service excellence culture

Ubuntu values stem from ancient wisdom, which promotes the common good among team members, does not subjugate people based on their race or background, and affects employees' team cohesion and behavioural intention. Team cohesion is not possible if there is no quality relationship among teams and facilitation by the supervisor (Mangaliso, 2001). When a good relationship, sufficient support from the organisation, and the facilitation of positive work orientation exists within a work team, it helps to enhance collectiveness, and subsequently increases willingness and commitment of team members to exert extra effort, while feeling an obligation to do well for the organisation. This study demonstrated that there is a growing realisation that cultural dimensions which include amongst others, individualism, collectivism and, power distances that exist among employees of different cultures such as in South Africa are very important for hospitality managers to be aware of in attaining optimal workplace commitment. The challenge for managers is to learn and take advantage of *Ubuntu* as a unique approach that can be adopted in conjunction with established

management practices and/or existing organisational culture. An Ubuntu style of leadership is argued here to help managers to facilitate collective-decision making by genuinely valuing the worth of each frontline manager. The preceding statement also suggest that Ubuntu's point of departure is centred on the leader's actions as the driver of a cohesive force within the group promoting humanness to help define each team member's interpersonal role.

More practically, managers and practitioners in the tourism value-chain can draw from the following guidelines emanating from this research by, (a) seeing that a "person is a person through others", which in practice suggest managers can only be successful through the commitment of their subordinates, thus, a manager stands to benefit when understanding that he or she is a manager because of his/her team, (b) greeting employees when they see them, and a particular reference to the slogan of "sawubona" when greeting can be used because it means more than greeting in African people, particularly Nguni speaking and it is more of a realisation that "I as manager, I can see you" (the employee), and (c) show genuine authenticity by being present physically and emotionally when employees need to be one with their manager. When frontline managers feel this as a genuine authenticity/realness by their managers OC, ISQ and service quality performance are postulated as improving, hence the culture of service excellence. To this end, this study contends that to enhance OC and ISQ in South Africa's hospitality sector, strong team cohesion culture, facilitated by genuine supervisor support, and *Ubuntu* compassion and collectivism has to be supported to encourage SQP among team members and between superiors and employees as subordinates.

7.5 LIMITATIONS

Although this study has provided valuable insight into the OC building process, and contribution to knowledge creation, there are some limitations, which should be considered when applying the study results, and that might limit generalisability:

- The current study's sample covered mainly one occupational group for the quantitative research stage, those being frontline managers as customer contact employees. While these frontline employees perform customer contact

responsibilities at various levels, they may hold different perceptions about the variables of interest in this study. An obvious limitation of this study is that it was not possible to collect data from the customer and the frontline manager in a dyadic fashion, and solicit data from individual customers about their perception of a particular frontline manager, as they are the ones who receive the service from the frontline employee. In this sense, service quality performance (SQP) measurement was based on frontline manager perception rather than the actual SQP.

- This study was based on cross-sectional multiple data sources. Correspondingly, the study used measures from established questionnaire literatures, and these had good psychometric properties. However, basing this study on cross-sectional data is one of the limitations because longitudinal processes for assessing causality inferences could not be made.
- Some difficulties with the distribution and collection of the survey questionnaire were encountered at certain hotels. While some hotels refused to accept the survey, others accepted the survey and volunteered to distribute it to their employees. Inconsistencies might have been created in the data collection process as some hotels misplaced the questionnaires, and others could not return all the distributed questionnaires; however, these inconsistencies were not thought to have had a major impact on the reliability and validity of this research. The questionnaires were labelled for each hotel and were only accessible to the intended sample, and were sealed in an envelope for return after completion thus guaranteeing anonymity.
- Finally, the consequences of South African hospitality frontline managers' OC were limited to service quality performance. Other consequences, such as service innovation performance, service recovery, customer satisfaction, and customer retention were not explored.

7.6 AVENUES FOR FUTURE RESEARCH

Based on the above conclusions and study limitations, a number of areas were identified for further research, such as an investigation into whether this study's findings hold true among other occupational samples. This could include studying the frontline managers' OC along with customer contact employees' commitment to

examine if there is an association between them, or involving populations in other sectors of the tourism industry. Further empirical efforts might be required to examine the impact of employee OC using longitudinal research designs. Such studies would be advantageous to consider as they can examine complex causal relations, such as the ones undertaken in this study. For instance, questions that may be important could include, do *Ubuntu* values support stronger commitment and lead to more collective achievement of organisational goals; or, do employees demonstrating low AC and NC give less towards ethical regional culture based on their psychological state of mind?

Another important avenue for future research is investigating the proposed model in other *Ubuntu* practicing countries in order to gain more validation for the model and provide more generalised findings. This could include studying other hospitality sub-sectors, and other sectors, in order to develop an integrated service excellence model that represents the service sector more generally, rather than only representing the tourist hotel accommodation sub-sector. The same model could be used in comparative studies between the service sectors, financial services, or the nursing field to test the differences, and consequences, of employee OC, thus, ascertaining whether the model could be used in different industries.

7.7 CONCLUSION

In summary, the objective set out in Chapter 1 of this research have been argued as having been met in this final chapter. Knowledge in the subject area of OC has been added to the understanding of the relationship of employee OC with service quality behaviour and performance, as well as the value of the *Ubuntu* concept. Therefore, this research makes a positive contribution to the literature of employee OC and service quality in the tourist hotel accommodation sub-sector. The limitations of this research have been acknowledged and to overcome these limitations, methodological and other efforts including longitudinal survey designs should follow in the same direction. The overall conclusion of this research is that commitment across cultures, particularly the collectivism dimension of culture, has been shown as key to the development of a style of management that is supported by the existing OB and effective leadership theories presented in Chapters 2 and 3.

REFERENCES

- Adams, S. J. (1963). Towards an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67: 422–436.
- Ajzen, I. & Fishbein, M. (1977). Attitude-behavior relations. A theoretical analysis and review of empirical research. *Psychology Bulletin*, 84, 888-918.
- Ajzen, I. & Fishbein, M. (1972b). Attitudinal and normative variables as predictors of specific behaviours. Unpublished manuscript. Urban, ILL, University of Illinois.
- Ajzen, I & Fishbein, M. (1969). The prediction of behavioral intention in a choice situation. *Journal of Experimental Social Psychology*, 5, 400-416.
- Ajzen, I. & Fishbein M. (1967a). *Readings in attitude theory and measurement*, New York: Wiley.
- Alexandris, K., Dimitriadis, N., & Markata, D. (2002). Can perceptions of service quality predict behavioral intentions? An exploratory study in the hotel sector in Greece. *Managing Service Quality: An International Journal*, 12 (4):224-231.
- Ali, F., Hussain, K. & Omar, R. (2016). Diagnosing customers' experience, emotions and satisfaction in Malaysian resort hotels. *European Journal of Tourism Research*, 12, 25-40
- Allen, J.A., & Meyer, J.P. (1990a). The measurement and antecedents of affective, continuance and normative commitment to the organisation, *Journal of Occupational Psychology*, 63, 1-18.
- Allen, J.A., & Meyer, J.P. (1990b). Organisational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation, *Academy of Management Journal*, 33 (4):847-858.
- Amernic, J.H., & Aranya, N. (1983). "Organisational Commitment: Testing two theories", *Industrial Relations*, 38 (2):319-343.
- Amin, M., Yahya, z. Ismayatim, W.F.A. Nasharuddin, S.Z. & Kassim. E. (2013). Service Quality Dimension and Customer Satisfaction: An Empirical study in the Malaysian hotel industry, *Services Marketing Quarterly*, 34,115-125.
- Anastassova, L. & Purcell, K. (1995). Human resources management in the Bulgarian hotel industry: from command to empowerment. *International Journal of Hospitality Management*, 14 (2):171-185.
- Anderson, J.C. & Gerbing, D.W. (1988). Structural equation modelling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103 (3):411-423.
- Archer, E., Janse van Vuuren, H.H. & Van der Walt, H. D. (2017). *Introduction to*

Atlas/ti. Pretoria: Research rescue.

- Arouri, M. E. H., Youssef, A.B., M'henni, & Rault, C. (2012). *Energy consumption, economic growth and CO2 Emissions in Middle East & Northern African countries, discussion paper services, forschungsinstitut, zurzukunft derarbeit*, No. 6412. Institute for the study of labour (12A), Bonn.pp1-21.
- Ashforth, B.E. & Mael, F. (1989). Social Identity theory and the organisation. *Academy of Management Review*, 14 (1):20-39.
- Astakhova, M.N. (2016). Explaining the effects of perceived person-supervisor fit and person-organization fit on organisational commitment in the U.S. and Japan. *Journal of Business Research*, 69 (2):956-963.
- Atilgan, E. Akinci, S. & Aksoy, S. (2003). Mapping service quality in the tourism Industry. *Managing Service Quality*, 13 (5):412-422.
- Babakus, E., Yavas, U., Karatepe, O.M. & Avci. T. (2003). The Effect of Management Commitment to Service Quality on Employees' Affective and Performance Outcomes. *Journal of the Academy of Marketing Science*, 31 (3):272-286.
- Babakus, E. & Boiler, G.W. (1992). An empirical assessment of the SERVQUAL scale. *Journal of Business Research*, 24 (3):253-268.
- Bai, B., Brewer, K.P., Sammons, G. & Swerdlow, S. (2006). Job satisfaction, organisational commitment, and internal service quality: a case study of Las Vegas hotel/casino industry. *Journal of Human Resources in Hospitality & Tourism*, 5 (2):37-54.
- Bansal, H.S., & Taylor, S.F. (1999). The service switching model (SPSM) a model of consumer switching behaviour in the service industry. *Journal of Service Research*, 2 (2):200-218.
- Baptiste, I. (2001). Education Lone Wolves: Pedagogical implications of human capital theory. *Adult Education Quarterly*, 51 (3):184-201.
- Bashir, S. & Ramay, M.I. (2008). Determinants of organizational commitment: a study of information technology professionals in Pakistan. *Institutes of Behavioral and Applied Management*, 226-238.
- Basit, T.N. (2003). Manual or electronic? The role of coding in qualitative data analysis. *Educational Research*, 45 (2):143-154.
- Bateman, T.S. & Strasser, S. (1984). Longitudinal Analysis of the Antecedents of Organisational Commitment. *Academy of Management Journal*, 27 (1):95-112.
- Bates, K., Bates, H., & Johnston, R. (2003). Linking service to profit: the

- business case for service excellence, *International Journal of Service Industry Management*, 14 (2):173-183.
- Batho Pele Handbook. A service delivery improvement guide. (2003). Department of Public Service and Administration. Pretoria: GCIS.
- Battle, M. (1996). The ubuntu theology of Desmond Tutu. In: Hulley, L. Kretzchmar, L & Pato LL (eds.), Archbishop Tutu: *Prophetic witness in South Africa*. Cape Town: Human & Rousseau, 93-105.
- Baum, T. (2012). *Migration workers in the International Hotel Industry*: International Migration Paper; 1564-4839 (112).
- Baum, T. (2010). *Demographic changes and the labour market in the international tourism industry*. In: Tourism and demography. Good fellow, Oxford.
- Baum, T. (2008). Implications of hospitality and tourism labour markets for talent management strategies, *International Journal of Contemporary Hospitality Management*, 20 (7):720-729.
- Baum, T., Amoah, V. & Spivack, S. (1997). Policy dimensions of human resource management in the tourism and hospitality industries. *International Journal of Contemporary Hospitality Management*, 9 (5/6):221-229.
- Becker, H. (1960). Notes on the Concept of Commitment. *The American Journal of Sociology*, 66 (1):32-40.
- Becker, T. E. (1992). Foci and bases of commitment: Are they distinctions worth making? *Academy of Management Journal*, 35 (1):232-244.
- Becker, T.E., Billings, R.S., Eleventh, D.M., & Gilbert, N.L. (1996). Foci and Bases of employee commitment: Implications for job performance. *Academy of Management Journal*, 39 (2):464-482.
- Bentler, P.M. (2000). Rites, Wrongs, and Gold in Model Testing. *Structural Equation Modelling*, 7 (1):82-91.
- Bentler, P.M. (1990). Quantitative methods in psychology: Comparative fit indexes in structural models. *Psychological Bulletin*, 107 (2):238-246.
- Bentler, P.M., & Bonett, D.G. (1980). Significant tests and goodness of fit in the analysis of covariance structures. *Psychology Bulletin*, 88 (3):588-606.
- Berry, L. & Parasuraman, A. (1991). *Marketing services: Competing through time*. New York: The Free Press.
- Bharwani, S. & Butt, N. (2012). Challenges for global hospitality industry. An HR perspective, *Worldwide Hospitality and Tourism Themes*, 4 (2):150-162.
- Blaikie, N. (1993). *Approaches to social enquiry*. Polity Press, Cambridge: MA.
- Blomme, R. J., van Rheede, A. & Tromp, D. M. (2010). The use of the

psychological contract to explain turnover intentions in the hospitality industry: a research study on the impact of gender on the turnover intentions of highly educated employees. *The International Journal of Human Resource Management*, 21 (1):144-162.

Booyesen, L. & Beaty, D. (1997). "Linking transformation and change leadership in South Africa: A review of principles and practices". SBL Research Review. Pretoria: University of South Africa, 1 (2):9-18.

Boshoff, C. & Mels, G. (1995). A causal model to evaluate the relationship among supervision, role stress organizational commitment and internal service quality. *European Journal of Marketing*, 29 (2):23-42.

Bowen, J.T. (1997). A market-driven approach to business development and service improvement in the hospitality industry, *International Journal of Contemporary Hospitality Management*, (9/7):334–344.

Brod, M., Tesler, L.E., & Christensen, T.L. (2009). Qualitative research and content validity: developing best practices on science and experience, *Qualitative Life Research*, 18, 1263-1278.

Broodryk, J. (2005). *Ubuntu management philosophy. Exporting ancient African wisdom into the global world*. Randburg: Knowres.

Broodryk, J. (2002). *Ubuntu: life lessons from Africa*. Pretoria: Ubuntu School of Philosophy.

Brotherton, B. (2006). Some thoughts on a general theory of hospitality, *Journal of the College of Tourism and Hotel Management*, 6, 7-18.

Brotherton, B. (1999). Towards a definitive view of the nature of hospitality management. *International Journal of Contemporary Hospitality Management*, 11 (4):165-173.

Brotherton, B. and Wood. R.C. (2008). *The nature and meaning of hospitality: The sage handbook of hospitality management*. 1st. Ed. London: British library.

Brown, M. (1969). Identification and some condition of organizational commitment. *Administrative Science Quarterly*, 14, 346-355.

Brown, P., Fraser, K., Wong, C.A, Muise & Cummings, G. (2013). Factors influencing intentions to stay and retention of nurse managers: a systematic review. *Journal of Nursing Management*, 21, 459-472.

Browning, V. (2006). The relationship between HRM practices and service behaviour in South African service organisations. *International Journal of Human Resource Management*, 17 (7):1321-1338.

Brubaker, T.A. (2013). Servant Leadership, *Ubuntu*, and Leader Effectiveness in Rwanda. *Emerging Leadership Journeys*, 6 (1):114-147.

- Buchanan, B. (1974). "Building organizational commitment: the socialization of managers in work organizations". *Administrative Science Quarterly*, 19, 535-546.
- Bulut, C., & Culha, O. (2014). The effect of training on organisational commitment. *International Journal of Training and Development*, 14, (4):309-322.
- Burgess, J. (1982). Perspective on gift exchange and hospitality behaviour. *International Journal of Hospitality Management*, 1, 1:49-57.
- Burrell, G & Morgan, G. (1979). *Sociological paradigms and organisational analysis*, London: Heinemann.
- Bruwer, J. (2015). Service performance and satisfaction in a South African festivals cape. An *International Journal of Tourism and Hospitality Research*, 26 (3):434-446.
- Burke, P.J., & Reitzes, D.C. (1991). An Identity theory approach to commitment. *Social Psychology Quarterly*, 54 (3):239-251.
- Caldwell, D.F, Chatman, J.A. & O'Reilly, C.A. (1990). Building organisational commitment: A multifirm study. *Journal of Occupational Psychology*, 63, 245-261.
- Cameron, R., & Molina-Azorin, J.F. (2011). The acceptance of methods in business and management research. *International Journal of Organisational Analysis*, 19 (3):256-270.
- CATHSSETA. (2014). *SETA Skills plan. Authorisation of the sector skills plan: 2014-2015*. Department of higher education and training. Pretoria, Republic of South Africa.
- CATHSSETA. (2012). *SETA Skills plan. Authorisation of the sector skills plan: 2012-2013*. Department of higher education and training. Pretoria, Republic of South Africa.
- Chan, X., Eisenberger, R. Johnson, K.M., I.L. Sucharski, & Aselage, J. (2009). Perceived Organisational Support and Extra-Role Performance: Which Leads to Which? *Journal of Social Psychology*, 148 (2):119-124.
- Chan, S. & Jepson. D.M. (2011). Workplace Relationships, Attitudes, and Organisational Justice: A Hospitality Shift Worker Contextual Perspective. *Journal of Human Resources in Hospitality & Tourism*, 10,150–168.
- Chaudary, N. (2008). Persistent patterns in cultural negotiations of the self: using dialogical self-theory to understand self-other dynamics within culture. *International Journal for Dialogical Science*, 3 (1):9-30.
- Chen, Z., Eisenberger, R., Johnson, K.M., Sucharski & Aselage, J. (2009).

Perceived organisational support and extra-role performance: Which leads to which? *The Journal of Social Psychology*, 149 (1):119-124.

- Chen, P.J. & Tesone, D.V. (2009). Comparison of hospitality practitioners and student/practitioner work values. *Advances in Hospitality and Leisure*, 5, 141–161.
- Chen, P.J. & Choi, Y. (2008). Generational differences in work values: a study of hospitality management. *International Journal of Contemporary Hospitality Management*, 20, (6):595-615.
- Chen, R.X., Cheung, C. & Law, R. (2012). A review of the literature on culture in hotel management research. What is the future? *International Journal of Hospitality Management*, 31 (1):52-65.
- Chen, K.C. & Groves, D. (1999). The importance of examining philosophical relationships between tourism and hospitality curricula. *International Journal of Contemporary Hospitality Management*, 11 (1):37-42.
- Cheung, M.F.Y. & To, W.M. (2010). Management commitment to service quality and organisational outcomes. *An International Journal*, 20 (3):259-272.
- Chiang, C.F., & Jang, S.S. (2008). The antecedents and consequences of psychological empowerment: the case of Taiwan's hotel companies. *Journal of Hospitality & Tourism Research*, 32 (1):40-61.
- Chin, W.W. (1998). The partial least squares approach to structural equating modelling, in Marcoulides, G.A. (Eds.). *Modern methods for business research*. Mahwah, New Jersey-London: Lawrence Erlbaum Associates.
- Cho, S., Johanson, M.M., & Guchait, P. (2009). Employee's intent to leave: A comparison of determinants of intent to leave versus intent to stay. *International Journal of Hospitality Management*, 28, 374–381.
- Choi, H.J., & Kim, Y. T. (2012). Work-family conflict, work-family facilitation, and job outcomes in the Korean hotel industry. *International Journal of Contemporary Hospitality Management*, 24 (7):1011-1028.
- Christle, P., Lessem, R. and Mbigi, L. (1993). *African Management: Philosophies, Concepts and Applications*. Johannesburg, Knowledge Resources.
- Coetzee, S.E. & Rothmann, S. (2005). Occupational stress, organisational commitment and ill-health of employees at a higher education institution in South Africa, *SA Journal of Industrial Psychology*, 31 (1):47-54.
- Cohen, A. & Lowenberg, G. (1990). A re-examination of the side-bet theory as applied to organisational commitment: A meta-analysis. *Human Relations*, 43 (10):1015-1050.
- Cohen, A., (1993). Organisational commitment and turnover: A met a-analysis. *Academy of Management Journal*, (5):1140-1157.

- Cohen, A., (2007). Commitment before and after: An evaluation and reconceptualization of organisational commitment, *Human Resource Management Review*, 17, 336–354.
- Cohen, A., & Hudecek, N. (1993). Organisational commitment-turnover relationship across occupational groups. *Group and Organisational Management*, 18 (2):188-213.
- Cohen, J.F., & Olsen. K. (2013). The impacts of complementary information technology resources on the service-profit chain and competitive performance of South African hospitality firms. *International Journal of Hospitality Management*, 34, 245-254.
- Cohen A, Lowenberg G (1990). A re-examination of a side-bet theory as applied to organisational commitment: A Meta –analysis. *Human relations*, 43, 1015-1015.
- Colakoglu, U., Culha, O. Atay, H. (2010). The effects of perceived organisational Support on employees' affective Outcomes: evidence from the Hotel industry. *Tourism and Hospitality Management*, 16 (2):125-150.
- Cooper, C., Fletcher, J., Gilbert, D., Wanhill, S. & Shepherd, R. (1998). *Tourism principles and practice* (2nd Ed.). New York: Addisson Wesley Longman.
- Corbin, JM. & Strauss, A. (1990). Grounded theory research: Procuedures, canons, and evaluative criteria. *Qualitative Sociology*, 13 (1):3-21.
- Coughlan, L., Moolman, H., & Haarhoff, R. (2014). External job satisfaction factors improving the overall job satisfaction of selected five-star hotel employees. *South African Journal of Business Management*, 45 (2):97-117.
- Crabtree B. F., & Miller, W. L. (1999). *Doing Qualitative Research*, Newbury Park, CA: Sage.
- Creswell, J.W. (2003). *Research design: Qualitative, Quantitative and mixed methods approaches*, 6th Ed. Thousand Oaks, London: Sage.
- Creswell, J.W. (2009). *Research design: Qualitative, Quantitative and mixed methods approaches*, 3rd Ed. Thousand Oaks, London: Sage.
- Creswell, J. W. (1994). *Research design: Qualitative and quantitative approaches*. Thousand Oaks, CA: Sage.
- Crisp, J., Pelletier, D., Duffield, C., Adams & Nagy. (1997). The Delphi method? *Nursing Journal*, 46 (2):116-118.
- Cronin. J.J. & Taylor, S.A. (1992). Measuring service quality: A re-examination and Extension. *Journal of Marketing*, 56, 55-68.
- Dabholkar, P.A., Shepherd, C.D. & Thorpe, D. I. (2000). A comprehensive

framework for service quality: an investigation of critical conceptual and measurement issues through a longitudinal study. *Journal of retailing*, 76 (2):139-173.

Dawson, M, & Abbott, J. (2011). Hospitality culture and climate: A proposed model for retaining employees and creating a competitive advantage. *International Journal of Hospitality and Tourism Administration*, 12 (4): 289-304.

Demir, M. (2011). Effects of organisational justice, trust and commitment on employees' deviant behavior. *An International Journal of Tourism and Hospitality Research*, 22 (2):204-221.

Deery, M.A., Shaw, R.N. (1999). An investigation of the relationship between Employee turnover and Organisational culture. *Journal of Hospitality & Tourism Research*, 23, (4):387-400.

Deery, M. (2008). Talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 20 (7):792-806.

Deery, M. & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 27 (3):453-472.

Deng, W.J. Yeh, M.L. & Sung, M.L. (2013). A customer satisfaction index model for international tourist hotels: Integrating consumption emotions into the American customer satisfaction index. *International Journal of Hospitality Management*, 35, 133-140.

Denzin, N.K., & Lincoln, Y.S. (Eds.). (2011). *The sage handbook of qualitative research* (4th Ed). Thousand Oaks, CA: Sage.

Department of Labour. (2008). Tourism Sector studies research project. Republic of South Africa, Pretoria.

Dhar, R.L. (2015). Service quality and the training of employees: The mediating role of organisational commitment. *Tourism Management*, 46 419-430.

Dhar, R.C. (2015). Service quality and the training of employees: The mediating role of organisational commitment. *Tourism Management*, 46, 419-430.

Domínguez-Falcón, C., Martín-Santana, J. & De Saá-Pérez, P. (2016). Human resources management and performance in the hotel industry: The role of the commitment and satisfaction of managers versus supervisors. *International Journal of Contemporary Hospitality Management*, 28 (3):490-515.

Dzansi, D.Y. & Dzansi, L.W. (2010). Understanding the impact of human resources practices on municipal service delivery in South Africa: An organisational justice approach. *African Journal of Business Management*, 4 (6):995-1005.

- Eder, P. & Eisenberger, R. (2008). Perceived organisational support: Reducing the negative influence of coworker withdrawal behaviour. *Journal of Management*, 34 (1):55-68.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I.L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to organisational support and employee retention. *Journal of Applied Psychology*, 87 (3):565-573.
- Eisenberger, R., Armeli, S. Rexwinkel, B., Lynch, P.D. & Rhoades, L. (2001). Reciprocation of organisational support. *Journal of Applied Psychology*, 86 (1):42-51.
- Eisenberger, R., Huntington, R., Hutchinson, S. & Sowa, D. (1986). Perceived Organisational support. *Journal of Applied Psychology*, 71 (3):500-507.
- Ekiz, E.H. (2009). Factors Influencing Organisational Responses to Guest Complaints: Cases of Hong Kong and Northern Cyprus. *Journal of Hospitality Marketing & Management*, 18,539-573.
- Elmadag, A.B., Alexander E. Ellinger, A.E. & Frank, G.R. (2008). Antecedents and consequences of frontline service employee commitment to service quality. *Journal of Marketing Theory and Practice*, 16 (2):95-110.
- Erickson, K.L., Ringo Ho, M.H., Colcombe, S.J. & Kramer, AF. (2005). A structural equation modelling analysis of attentional control: An event-related fMRI study. *Brain research, Cognitive Brain Research*, 22, 349-357.
- Etheridge, R.M. (1989). *Family factors affecting retention: A review of the literature*. Research Triangle Park, NC: Research Triangle Institute.
- Etzioni, A. (1961). A comparative analysis of complex organizations. New York: Free Press.
- Eze, M. O. (2008). What is African communitarianism? Against consensus as a regrettable ideal. *South African Journal of Philosophy*, 27 (4):106-119.
- Feris, M.L. & Peters, V.M. (1976). *Organizational commitment and personnel retention in the military health care system*. Monterey, California: Naval Postgraduate School.
- Fernández, M.C. L. & Bedia, A.M. (2005). Applying SERVQUAL to Diagnose Hotel Sector in a Tourist Destination. *Journal of Quality Assurance in Hospitality & Tourism*, 6 (1/2):9-24.
- Field, L.K., & Buitendach, J.H. (2011). Happiness, work engagement and organisational commitment of support staff at a tertiary education institution in South Africa. *SA Journal of Industrial Psychology*, 37 (1):1-10.
- Fishbein, M. & Ajzen, I. (1975). *Belief, attitude, intension and behavior. An introduction to theory and research*. Reading, MA: Addisson-Wesley.

- Fishbein, M. & Ajzen, I. (1972b). *Attitude and opinions. Annual review of Psychology*, 23, 487-544.
- Fisher, R., McPhail, R. & Menghetti, G. (2010). Linking employee attitudes and behaviors with business performance: A comparative analysis of hotels in Mexico and China. *International Journal of Hospitality Management*, 29, 397-404.
- Fischer, R., & Mansell, A. (2009). Commitment across culture: A Meta analytical approach. *Journal of International Business Studies*, 40, 1339-1358.
- Flick, U. (2017). Mantras and myths: The disenchantment mixed methods research and revisiting triangulation as a perspective. *Qualitative Inquiry*, 23 (1):46-57.
- Flynn, D.M & Solomon, E. (1985). Organisational commitment: A multivariate test within the banking industry. *Psychological Reports*, 57, 119-130.
- Fox, W. (2010). *A guide to Public Ethics*. Cape Town: Juta.
- Ramsaran-Fowder, RR. (2007). Developing a service quality questionnaire for hotel industry Mauritius. *Journal of Vocation Marketing*, 13 (1):19-27.
- Garg, S., & Dhar, R.L. (2014). Effects of stress, LMX and perceived organisational support on service quality: Mediating effects of organisational commitment. *Journal of Hospitality and Tourism Management*, 21, 64-75.
- Gay, L. R. & Airasian, P. (2000). *Educational research: Competencies for analysis and application* (6th Ed.). Upper Saddle River, NJ: Prentice Hall.
- Gellatly I R, Meyer J P & Luchak A. A. (2006). Combined effects of the three commitment components on focal and discretionary behaviors: A test of Meyer and Herscovitch's proposition. *Journal of Vocational Behavior*, 69, 331-345.
- Gjerald, O. & Øgaard, T. (2010). Eliciting and analysing the basic assumptions of hospitality employees about guests, co-workers and competitors. *International Journal of Hospitality Management*, 29, 476–487.
- González, S. M. (2016). An extended model of the interaction between work-related attitudes and job performance. *International Journal of Productivity and Performance Management*, 65 (1):42-57.
- Gorski, P.S. (2013). What is critical realism? And why should you care? *Contemporary Sociology, a Journal of Reviews*, 42 (5):658-670.
- Gregory, R.J. (1992). *Psychological testing: History, Principles and applications*, Boston: Allyn and Bacon.
- Greene, J.C., Caracelli, V.J., & Graham, W.F. (1989). Toward a conceptual

framework for mixed-method evaluation designs. *Educational Evaluation and Policy Analysis*, 11 (3):255-274.

Greenhaus, J.H. & Beutell, N.J. (1985). Sources of conflict between work and family roles. *The Academy of Management Review*, 10 (1):76-88.

Gringeri, C., Barusch, A. & Cambron, C. (2013). Examining foundations of qualitative research: A review of social work dissertations, 2008-2010. *Journal of Social Work Education*, 49 (4):760-773.

Grobler, P.A. & Diedericks, H. (2009). Talent management: An empirical study of selected South African hotel groups. *Southern African Business Review*, 13 (3):1-27.

Gronroos, C. (1990). Relationship approach to marketing in service contexts: The marketing and organizational behavior interface. *Journal of Business Research*, 20 (1):3-11.

Grönroos, C. (1984). A Service Quality Model and its Marketing Implications. *European Journal of Marketing*, 18 (4):36-44.

Grusky, O. (1966). Career mobility and organisational commitment. *Administrative Science Quarterly*, 10, 488-503.

Gouthier, M., Giese, A., & Bartl, C. (2012). Service excellence models: a critical discussion and comparison. Managing Service Quality. *An International Journal*, 22 (5):447-464.

Guba, E.G. (1990). The alternative paradigm dialogue in E.G. Guba (Eds.), the paradigm dialogue (pp.17-30). Newbury Park, CA: Sage Publications.

Guba, E., & Lincoln, Y.S. (1994). "Competing paradigms in qualitative research", in Denzin, N.K. and Lincoln, Y.S. (Eds.), *Handbook of qualitative research*, Newbury Park, CA: Sage Publications.

Guba, E., & Lincoln, Y. S. (1988). Do inquiry paradigms imply inquiry methodologies? In D. M. Fetterman (Eds.), *Qualitative approaches to evaluation in education*, (pp. 89–115). New York: Praeger.

Gunlu, E., Aksarayli, M. & Perçin, N.S. (2010). Job satisfaction and organisational commitment of hotel managers in Turkey. *International Journal of Contemporary Hospitality Management*, 22 (5):693-717.

Gursoy, D., Maier, T.A. & Chi, C.G. (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce. *International Journal of Hospitality Management*, 27, 448–458.

Gustafson, D. H., Shukla, R. K., Delbecq, A., & Walster, G. W. (1973). A comparison study of differences in subjective likelihood estimates made by individuals, interacting groups, Delphi groups and nominal groups. *Organizational Behavior and Human Performance*, 9 (2), 280-291.

- Hackman, J.R. & Lawler, E.E. III. (1971). Employee reaction to job characteristics. *Journal of Applied Psychology*, 55 (3):259-286.
- Hair, J.F., Black, W.C., Babin, B.J. & Anderson, R.E. (2010). *Multivariate data analysis*, (7th Ed), New Jersey: Pearson-Prentice Hall.
- Hall, C.M. & Sharples, E. (2003). The consumption of experiences or the experience of consumption? An introduction to the tourism taste. In CM. Hall, E. Sharples, R. Mitchell, N. Macionis and B. Cambourne (Eds.). *Food tourism around the world: Development, management and markets* (pp. 1-24). Oxford: Butterworth-Heinemann.
- Harrington, D. & Akehurst, G. (1996). Service quality and business performance in the UK hotel industry. *International, Journal of Hospitality Management*, 15 (3):283-298.
- Hassan, S.S. (2000). Determinants of market competitiveness in an environmentally sustainable tourism industry. *Journal of Travel research*, 38 (3):239-245.
- Hasson, F., Keeney, S., & McKenna, H. 2000. Research guidelines for the Delph survey Technique. *Journal of Advanced Nursing*, 32 (4):1008-1015.
- Hartline, M.D., Wooldridge & Jones, O.C. (2003). Guest perception of hotel Quality determining which employee groups count most. *Cornell Hospitality Quarterly*, 44 (1):43-52.
- Hartline, M.D., & Ferrell, O.C. (1996). The management of customer-contact service employees: An empirical investigation. *The Journal of Marketing*, 69, 52-70.
- He, Y., Li, W. & Lai, K.K. (2011). Service climate, employee commitment and customer satisfaction: Evidence from the hospitality industry in China. *International Journal of Contemporary Hospitality Management*, 23 (5):592-60.
- Healy, M. & Perry, C. (2000). Comprehensive criteria to judge validity and reliability of qualitative research within the realism paradigm, Qualitative Market Research. *An International Journal*, 3 (3):118-126.
- Hemmington, N. (2007). From service to experience: Understanding and defining the hospitality business. *The Services Industries Journal*, 27 (6):747-755.
- Heskett, J.L., Sasser, W.E. & Wheeler, J. (2008). Putting the service profit chain to work for unbeatable competitive advantage: The ownership quotient. *Harvard Business Press*. The Service Profit Chain Institute:
- Heskett, J.L., Jones, T.O., Loveman, G.W., Sasser, W.E. (1994). Putting the service chain to work. *Harvard Business Review*, 72 (2):164-174.
- Hinkin, T.R. (2005). Scale development: Principles and practices (eds.), in R.A.

- Swanson & E.F. Holton III, *Research in organisations, Foundations and methods of inquiry*, San Francisco, CA: Berrett-Koehler.
- Hinkin, T. R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods*, 1, 104–121.
- Hinkin, T. R. (1995). A review of scale development practices in the study of organizations. *Journal of Management*, 21, 967–988.
- Hofstede, G. (2011). Dimensionalising Cultures: The Hofstede model in context, *Psychology and Culture*, 2 (1):1-26.
- Hofstede, G. (1991). *Culture and organizations. Software of the mind*. 125, New York: McGraw-Hill.
- Hofstede, G. (1984). Cultural dimensions in management and planning. *Asia Pacific Journal of Management*, 81-99.
- Hofstede, G. (1983). The cultural relativity of organisational practices and theories. *Journal of International Business Studies*, 75-89. www.jstor.org.
- Hofstede, G.R. (1980b). Motivation, Leadership and Organisation: Do American Theories Apply Abroad? *Organisational Dynamics*, 42-63.
- House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (2004). *Culture, leadership and organisations: The Globe study of 62 societies* (1st Ed). London: Thousand Oaks, Sage Publications.
- House, R.J., Hanges, P. Ruiz-Quintanilla, S.A. (1997). GLOBE: The global leadership and organizational behavior effectiveness research programme. *Polish Psychological Bulletin*, 28 (3), 215-254.
- Hrebiniak, L.G. & Joseph A. Alutto, J.A. (1972). Personal and Role-Related Factors in the Development of Organisational Commitment. *Administrative Science Quarterly*, 17 (4):555-573.
- HSRC. (2008). *Sector studies research project: Tourism*, commissioned by the Department of Labour, Conducted by the Human Sciences Research Council.
- Hsieh, J.Y.C., Pearson, T.E. & Kline, S.F. (2009). The moderating effect of job and personal life involvement on the relationship between work-personal life conflict and intention to quit. *Journal of Human Resources in Hospitality and Tourism*, 8 (1):1-14.
- Hsieh, Y.C.J., Pearson, P. Chang, H.C. & Uen, J.F. (2005). Spillover between work and personal Life for lodging managers. *Journal of Human Resources in Hospitality & Tourism*, 3 (2): 61-83.
- Huang, T.C., & Hsiao, W.J. (2007). The causal relationship between job satisfaction and organisational commitment. *Social behavior and personality*. 35 (9):1265-1276.

- Hughes, J. C. & Rog, E. (2008). Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organisations. *International Journal of Contemporary Hospitality Management*, 20 (7), 743-757.
- Hugo, G. (2009). Best practice in temporary labour migration for development: A perspective from Asia and the Pacific. *International Migration*, 47 (5):23-74.
- Huhtala, M. & Feldt, T. (2016). The path from ethical organisational culture to employee commitment: Mediating of value congruence and work engagement. *Scandinavian Journal of Work and Organisational Psychology*, 1 (1), 1-14.
- Industrial Development Corporation (IDC). (2012). Tourism report: The business hotel industry in select East and West African countries, Sandton, Johannesburg: South Africa.
- Ingram, H. & Jones, S. (1998). "Teamwork and management of food service operations", Team performance management. *An Internationa Journal*, 4 (2):67-73.
- Ingram, P.D. (1997). Leadership behaviours of principals' inclusive educational settings. *Journal of Educational Administration*, 35 (5):411-427.
- Iverson, R.D., & Deery, M. (2007). Turnover culture in the hospitality industry. *Human Resource Management Journal*, 7 (4):71-82.
- Jacobs, E. & Roodt, G. (2008). Organisational culture of hospitals to predict turnover intentions of professional nurses. *Health South Africa*, 13 (1):63-78.
- Jackson, T. (2004). *Management and change in Africa: A cross-cultural perspective*. London: Routledge.
- Jaiswal, D. & Dhar, R.L. (2016). Impact of perceived organisational support, psychological empowerment and leader member exchange on commitment and its subsequent impact on service quality. *International Journal of Productivity and Performance Management*, 65 (1):58-79.
- Jaros, S. (2007). Meyer and Allen Model of Organisational Commitment: Measurement Issues. *The Icfa Journal of Organisational Behavior*, 6 (4):7-25.
- Jena. R.K. (2014). The Effect of Job Satisfaction on Organisational Commitment among Shift Workers: A Field Study of Ferro-alloy Industries. *Asia-Pacific Journal of Management Research and Innovation*, 10 (2):109-118.
- Jones, P. (2004). Finding the hospitality industry? Or finding hospitality school of Thought. *Journal of Hospitality, Leisure, Sport and Tourism Education*, 3 (1):33-45.
- Jones, J., & Hunter, D. 1995. Consensus methods for medical and health services

- research. *Business Management Journal*, 311: 376-380.
- Johnson, R.B., & Onwuegbuzie, A.J. (2007). Toward a definition of mixed methods research. *Journal of Mixed Methods*, 1 (2):112-133.
- Johnson, R.B., & Onwuegbuzie, A.J. (2004). Mixed Methods Research: A Research Paradigm whose time has come. *Educational Researcher*, 33 (7):14-26.
- Jung, H.S., & Yoon, H.H. (2016). What does work meaning to hospitality employees? The effects of meaningful work on employees' organisational commitment: The mediating role of job engagement. *International Journal of Hospitality Management*, 53, 59-68.
- Kamwangamalu. N. (1999). "Ubuntu in South Africa: A Sociolinguistic Perspective to a Pan-African Concept". *Critical Arts*, 13 (2):24-41.
- Kamau, S. W. & Waudu, J. (2012). Hospitality industry employer's expectation of employees' competences in Nairobi hotels. *Journal of Hospitality Management and Tourism*, 3 (4):56-63.
- Kandampully, J. & Suhartanto, D. (2000). Customer loyalty in the hotel industry: The role of customer satisfaction and image. *International Journal of Contemporary Hospitality Management*, 12 (6):346-351.
- Kandasamy. I., & Ancheri, S. (2009). Hotel employees' expectations of QWL: A qualitative study, *International Journal of Hospitality Management*, 28, 328-337.
- Kanter, R.M. (1968). Commitment and Social Organisation: A study of commitment mechanisms in Utopian communities. *American Sociological Review*, 33 (4):499-517.
- Karatepe, O. M. (2013a). High-performance work practices and hotel employee performance: The mediating role of work engagement. *International Journal of Hospitality Management*, 32, 132-140.
- Karatepe, O. M. (2013b). Perceptions of organisational politics and hotel employee outcomes: The mediating role of work engagement. *International Journal of Contemporary Hospitality Management*, 25 (1):82-104.
- Karatepe, O.M. (2012). Perceived organisational support, career satisfaction, and performance outcomes: a study of hotel employees in Cameroon. *International Journal of Contemporary Hospitality Management*, 24 (5):735-752.
- Karatepe, O.M. & Olugbade, O.A. (2016). The mediating role of work engagement in the relationship between high performance work practices and job outcomes of employees in Nigeria. *International Journal of Contemporary Hospitality Management*, 28 (10):2350-2371.
- Karatepe, O.M. & Magaji, A.B. (2008). Work-Family Conflict and Facilitation in the Hotel Industry: A Study in Nigeria. *Cornell Hospitality Quarterly*, 49 (4):395-412.

- Karatepe, O.M. & Bekteshi, L. (2008). Antecedents and outcomes of work–family facilitation and family–work facilitation among frontline hotel employees. *International Journal of Hospitality Management*, 27, 517-528.
- Karatepe, O.M. & Kilic, H. (2007). Relationship of supervisor support and conflict in the work-family interface with the selected job outcomes of frontline employees. *Tourism Management*, 28 (1):238-252.
- Karsten. L & Illa. H, (2005), “Ubuntu as a key African management concept: contextual background and practical insights for knowledge application”. *Journal of Managerial Psychology*, 20 (7):607-620.
- Katz, D. & Kahn, R. (1966). The psychology of organisation. New York: Wiley.
- Kazlauskaite, R. Buciuniene, I. & Turauskas, L. (2006). Building employee commitment in the hospitality industry. *Baltic Journal of Management*, 1 (3):300-314.
- Khoza, R. (1994), “The need for an Afrocentric approach to management”, African Management, Randburg: Knowledge Resources (PTY) Ltd, pp. 117-23.
- Khoza, R.J. (2005). Let Africa lead. Sunninghill: Vezubuntu.
- Khomba, J.K. (2011). The African Ubuntu philosophy: Unpublished Doctor of Philosophy, Department of Philosophy, University of Pretoria, South Africa.
- Kiefer, K., Harris-Kojetin, L., Brannon, D., Barry, T., Vasey, J. & Lepore, J. (2005). The Benjamin Rose nurse assistant job satisfaction scale- measuring long term care work: A Guide to selected instruments to examine direct care worker experiences and outcomes. (Rep. No.HHS-100-01-0025), 2005, Washington, DC Office of the Assistant Secretary for Policy, US. Department of Labor.
- Kim, K.Y. Eisenberger, R. & Baik, K. (2016). Perceived organizational support and affective organizational commitment: Moderating influence of perceived organizational competence. *Journal of Organizational Behavior*, 37, 558–583.
- Kim, W.G., Leong, J.K., Lee, YK. (2005). Effect of service orientation on job satisfaction, organisational commitment, and intention of leaving in a casual dining chain restaurant, *Hospitality Management*, 24, 171-193.
- Kim, S., O'Neill, J.W. & Cho, H-M. (2010). When does an employee not help coworkers? The effect of leader–member exchange on employee envy and organisational citizenship behavior. *International Journal of Hospitality Management*, 29, 530-537.
- Kim, K. & Jogaratnam, G. (2010). Effects of individual and organisational factors on job satisfaction and intent to stay in the hotel and restaurant industry. *Journal of Human Resources in Hospitality & Tourism*, 9 (3), 318-339.

- Kim, H.J., Tavitiyaman, P. & Kim, W.G. (2009). The effect of management commitment to service on employee service behaviors: the mediating role of job satisfaction. *Journal of Hospitality & Tourism Research*, 33 (3):369-390.
- Kirillova, K., Gilmetdinova, A., & Lehto, X. (2014). Interpretation of hospitality across religions. *International Journal of Hospitality Management*, 43, 23-34.
- Knutson, B. Stevens, P. Wullaert, C. Patton, M. & Yokoyama, F. (1991). LODGSERV: A service quality index for the lodging industry. *Hospitality research Journal*, 277-284.
- Knutson, B., Stevens, P. & Patton, M. (1995). DINESERV: Measuring service quality in quick service, casual/theme, and fine dining restaurants. *Journal of Hospitality & Leisure Marketing*, 3 (2):35-44.
- Koch, T. (1998). Story telling: Is it really research? *Journal of Advanced Nursing*, 28 (6):1182-1190.
- Kumo, L., Rielander, J. & Omilola, B. (2014). African economic outlook-South Africa 2014: OECD and African Development Bank, http://www.africaeconomicoutlook.org/fileadmin/uploads/aeo/2014/pdf/CN_Long_EN/Afrique_du_Sud_EN.pdf.
- Kura, S.Y.B. (2012). Qualitative and Quantitative Approaches to the Study of Poverty: Taming the Tensions and Appreciating the Complementarities. *The Qualitative Report*, 17 (34):1-19.
- Kurtessis, J. N., Eisenberger, R., Ford, M.T., Buffardi, L. C., Steward, K. A, & Adis, C. S. (2015). Perceived Organizational Support: A Meta-Analytic evaluation of organizational support theory. *Journal of Management*, 20 (10):1-31.
- Kuruuzum, A., Cetin. E.I, & Irmak, C. (2009). Path analysis of organisational commitment, job involvement and job satisfaction in Turkish hospitality industry. *Tourism Review*, 64 (1):4-16.
- Labatmediene, L., Endriulaitiene, A., & Gustainiene, L. (2007). Individual correlates of organisational commitment and intention to leave the organisation. *Baltic Journal of Management*, 2 (2):196-212.
- Lam, T., Baum, T. Pine, R. (2001). Study of managerial job satisfaction in Hong Kong's Chinese restaurants. *International Journal of Contemporary Hospitality Management*, 13 (1):35-45.
- Lam, T., & Zhang, Q. (2003). Job satisfaction and organisational commitment in the Hong Kong fast food industry. *International Journal of Contemporary Hospitality Management*, 15 (4):214-220.
- Lashley, C. (1995). Towards an understanding of employee empowerment in hospitality services. *International Journal of Contemporary Hospitality Management*, 7 (1):27-32.

- Lashley, C. (1998). Matching the management of human resources to service operations. *International Journal of Contemporary Hospitality Management*, 10 (1):24-33.
- Lashley, C., Morrison, A. (2002). In Search of Hospitality. Theoretical Perspectives and Debates. Oxford: Butterworth Heinemann.
- Lee, S. (2007). Vroom's expectancy theory and the public library customer motivation model. *Library Review*, 56 (9):788-796.
- Lee, T.L., & Mowday, R.T. (1987). Voluntarily Leaving an Organisation: An Empirical Investigation of Steers and Mowday's Model of Turnover. *The Academy of Management Journal*, 30 (4):721-743.
- Lee, C. & Way, K. (2010). Individual employment characteristics of hotel employees that play a role in employee satisfaction and work retention, *International Journal of Hospitality Management*, 29, 344-353.
- Levers, M.J.D. (2013). Philosophical paradigms, grounded theory, and perspectives on emergence. *Sage Open*, 3 (4):1-6.
- Leung, Xi, Y., Bai, B. & Stahura, K.A. (2015). The marketing effectiveness of social media in the hotel industry: A comparison of Facebook and Twitter. *Journal of Hospitality and Research*, 39 (2):147-169.
- Li, J.J., Kim, W.G, & Zhao, X.R. (2017). Multilevel model of management support and casino employee turnover intention. *Tourism Management*, 59, 193-204.
- Li, C.H. & Chang, C.M. (2016). The influence of trust and perceived playfulness on the relationship commitment of hospitality online social network-moderating effects of gender. *International Journal of Contemporary Hospitality Management*, 28, (5):924-944.
- Limpanitgul, T., Boonchoo, P., Kulviseachana, S., & Photiyarach, S. (2017). The relationship between empowerment and the three-component model of organisational commitment: an empirical study of Thai employees working in Thai and American airlines. *International Journal of Culture, Tourism and Hospitality Research*, 11 (2), 227-242.
- Little, M.M., & Dean, A.S. (2006). Links between service climate, employee commitment and employees' service quality capability, *Managing Service Quality*, 16 (5):460-476.
- Lockwood, A. & Medlik. S. (2001). Tourism and hospitality in the 21st Century, Oxford: Butterworth-Heinemann.
- Lopez-Carbarcos, M.A., Machado-Lopes-Sampaio-de Pinho, A.I., & Vazquez-Rodriguez, P. (2015). The influence of organizational justice and job satisfaction on organisational commitment in Portugal's hotel industry. *Cornell Hospitality Quarterly*, 56 (13), 258-272.

- Lopez-Fernandez, C. & Serrano Bedia, A. (2005). Applying SERVQUAL to diagnose hotel sector in tourist destination. *Journal of Quality Assurance in Hospitality and Tourism*, 6 (1/2):9-24.
- Louw, D. J. (2001). Ubuntu and the challenges of multiculturalism in post-apartheid South Africa, Quest. *An African Journal of Philosophy*, 15, 15-35.
- Louw, L. & Jackson, T. (2008). Managing culture in South African organisations: The way forward for sub-Sahara Africa? Africans. *Journal of Development Studies*, 38 (1):29-42.
- Lub, X., Bijvank, M.N., Bal, P.M., Blomme, R. & Schalk, R. (2012). Emerald Article: Different or alike? Exploring the psychological contract and commitment of different generations of hospitality workers. *International Journal of Contemporary Hospitality Management*, 24 (4):553-573.
- Lucas, R. & Derry, M. (2004). Significant developments in human resources management. *International Journal of Hospitality Management*, 23 (25):459-472.
- Luders, M., & Brandtzaeg, P.B. (2014). "My children tell me it's so simple": A mixed approach to understand older non-users' perception of social networking sites. *New Media and Society*, 1-18.
- Luo, Y., & Tung, R.L. (2007). International expansion of emerging market enterprises. A springboard perspective. *Journal of International Business studies*, 38 (4):481-498.
- Lu, Y., Zhou, L., Bruton, G., & Li, W. (2010). Capabilities as mediator linking resources and international performance of entrepreneurial firms in an emerging economy. *International Journal of Business studies*, 41, 419-436.
- Lutz, D.W. (2009). African Ubuntu Philosophy and Philosophy of Global Management. *Journal of Business Ethics*, 84 (3):313-328.
- Mabovula, N.N. (2011). The erosion of African communal values: a reappraisal of the African Ubuntu philosophy. Inkanyiso, *Journal of Human & Social Science*, 3 (1):38-47.
- McClelland, D., Atkinson, J., Clark, R. & Lowell, E. (1953). *The achievement motive*. New York: Appleton-Century-Crofts.
- MacDonald, P., Kelly, S. & Scott Christen, S. (2014). A Path model of workplace solidarity, satisfaction, burnout, and motivation. *International Journal of Business Communication*, 1-19.
- Magnini, V. P. (2009). Understanding and reducing work-family conflict in the hospitality industry. *Journal of Human Resources in Hospitality and Tourism*, 8 (2):119-136
- Malhotra, N. & Mukherjee, A. (2004). The relative influence of organisational

commitment and job satisfaction on service quality of customer contact employees in banking call centres. *Journal of Services Marketing*, 18 (3):162-174.

Mandela, N. (2006). *The Ubuntu experience*: Nelson Mandela, interview (2006): Interview with Tim Modise: <https://m.youtube.com/watch> (date accessed-30 June 2017) (Tim Modise, copyright by Canonical Ltd)_transcription.

Mangaliso, M. P. (2001). 'Building a competitive advantage from ubuntu: Management lessons from South Africa'. *The Academy of Management Executive*, 15 (3):23-33.

Mansour, S. & Tremblay, DG. (2016). Workloads, generic and work-family social supports and job stress: Mediating role of work-family and family and family-work conflict. *International Journal of Contemporary Hospitality Management*, 28 (8):1778-1804.

Manzur, L. & Jogaratnam, G. (2006). Impression management and the hospitality service encounter: Cross-cultural differences. *Journal of Travel and Tourism Marketing*, 20 (3/4):21-32.

Marsh, H.W., Morin, A.J.S., Parker, P.D. & Kaur, G. (2014). Exploratory Structural Equation Modelling: Integration of the best features of exploratory and confirmatory factor analysis. *Annual Review of Clinical Psychology*, 10, 85-110.

Martin, A., & Roodt, G. (2008). Perceptions of organisational commitment, job satisfaction and turnover intentions in a post-merger South African tertiary institution. *South African Journal of Industrial Psychology*, 34 (1):23-31.

Mastrangelo, A., Eddy, E.R., & Lorenzet, S.J. (2004). The importance of personal and professional leadership. *The Leadership & Organization Development Journal*, 25 (5):435-451.

Mathieu, J.E., & Zajac, D.M. (1990). A Review and Meta-Analysis of the antecedents, correlates, and consequences of organisational commitment. *Psychological Bulletin*, 108 (2):171-194.

Maumbe, K.C., & van Wyk, L. (2011). Addressing the Skills Shortage Problem of the South African Tourism and Hospitality Industry: An Evaluation of the Effectiveness of the 2007/2008 SA Host Training Program in the Western Cape Province. *Urban Forum*, 22, 363–377.

Mathison, S. (1998). Why triangulation? *Educational Researcher*, 17 (2):13-17.

Maxwell, G. A., & Watson, S. (2006). Perspectives on line managers in human resource management: Hilton International's UK hotels. *The International Journal of Human Resource Management*, 17 (6):1152-1170.

Maxwell, G. A., & Steele, G. (2003). Organisational commitment: a study of managers in hotels. *International Journal of Contemporary Hospitality Management*, 15 (7):362-369.

- Mayer, R.C., & Schooman, F.D. (1992). Predicting participation and production outcomes through a two-dimensional model of organisational commitment. *The Academy of Management Journal*, 35 (3):671-684.
- Mbigi, L. (2000). In search of the African business renaissance: an African cultural perspective. Randburg: Knowledge Resources.
- Mbigi, L. (1997). Ubuntu: The African dream in management. Pretoria: Knowledge Resources.
- Mbigi, L. (1993). The spirit of African empowerment. *People Dynamics* 11(3):12-14.
- Mbigi, L. & Maree, J. (2005). The spirit of African transformation management. Pretoria: Sigma.
- Mbigi, L. & Maree, J. (1995). The spirit of African transformation management. Pretoria: Sigma.
- Mbhele, N. (2015). Ubuntu and school leadership: Perspectives of teachers from two schools at Umbumbulu circuit. Unpublished Masters Dissertation, School of Education, University of Kwazulu Natal
- McAllister, P. (2009). Ubuntu-beyond belief in Sothorn Africa. *Sites: New series*, 6 (1):1-10.
- McGregor, D. (1960). *The human side of enterprise*. New York: McGraw-Hill.
- McFarlin, D.B., Coster, E.A. & Mogale, C. (1999). South African management development in the twenty-first century: Moving toward an Africanized model. *Journal of Management*, 18 (1):63-78.
- McFarlin, D.B., & Sweeney, P.D. (1992). Distributive and procedural justice as Predictors of satisfaction with personal and Organisational outcomes. *The Academy of Management Journal*, 35 (3):626-637.
- McGregor, D. (1960). *The human side of enterprise*. New York: McGraw-Hill.
- McKim, C.A. (2017). The value of mixed methods research: A mixed methods study. *Journal of Mixed Methods Research*, 11 (2):202-222.
- McSweeney, B. (2002). Hofstede's model of national cultural differences and their consequences: A triumph of faith-failure of analysis. *Human Relations*, 55 (1):89-1118.
- Meliou, E. & Maroudas, L. (2011). Career development in the hospitality industry in Greece: Implications for human resources practices. *Journal of Human Resources in Hospitality and Tourism*, 10, 218-233.
- Mertz, T. (2007). Towards an African moral theory. *Journal of Political Philosophy*, 15, 321-341.
- Meyer, J.P., Morin, A.J.S., & Vandenberghe, C. (2015). Dual commitment to

- organisation and supervisor: A person-centered approach. *Journal of Vocational Behavior*, 88, 56-72.
- Meyer, J. P., Stanley, L.J.Y., & Vanderberg, R.J. (2013). A person-centered approach to the study of commitment. *Human Resource Management Review*, 23 (2):190-202.
- Meyer, J. P., Stanley, D. J., Jackson, T. A., McInnis, K. J., Maltin, E. R. & Sheppard, L. (2012). Affective, normative and continuance commitment levels across culture: A meta-analysis. *Journal of vocational behaviour*, 80, 225-245
- Meyer, J. P., Stanley L J & Parfyonova, N. M. (2012). Employee commitment in context: The nature and implication of commitment profiles. *Journal of Vocational Behaviour*, 80, 1-16
- Meyer, J., P., & Maltin E, R. (2010). Employee commitment and well –being: A critical review theoretical framework and research agenda. *Journal of Vocational Behaviour*, 77, 323-337.
- Meyer, J.P., & David J. Stanley, D.J., Herscovitch, L. & Topolnysky, L. (2002). Affective, continuance, and normative commitment to the organisation: A Meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20-52.
- Meyer, J., P. & Herscovitch, L. (2001). Commitment in the workplace toward a general model. *Human resources management review*, 11, 299-326.
- Meyer, J.P., Irving, P.G., & Allen, N.J. (1998). Examination of the combined effects of work values and early work experiences on organisational commitment. *Journal of Organisational Behaviour*, 19, 29-52.
- Meyer, J.P., & Allen, N.J. (1991). A three component conceptualisation of organisational commitment. *Human Resources Management Review*, 1 (1):61-89.
- Meyer, J.P., & Allen, N.J. (1984). Testing the "Side-Bet Theory" of organisational commitment: Some methodological considerations. *Journal of Applied Psychology*, 69 (3):372-378.
- Mgidlana, S.T. (1997). South Africa: Pace Magazine.
- Milliken, J. (2001). Qualitative research and marketing management. *Management Decision*, 39 (1):71-78.
- Molina-Azorin, J.F. (2016). Mixed methods research: An opportunity to improve our studies and our research skills. *European Journal of Management and Business Economics*, 25, 37-38.
- Molina-Azorin, J.F., Tari, J.J., Pereira-Moliner, J., Lopez-Gamero, M.D. & Pertusa-Ortega, E.M. (2015). The effects of quality and environment management on competitive advantage: A mixed method study in the hotel industry. *Tourism Management*, 50, 41-54;

- Molose, T., Goldman, G., & Thomas, P. (2018). Towards a collective-values framework of Ubuntu: Implications for workplace commitment, *Entrepreneurial Business & Economic Review*, 6, (3):193-206.
- Morrison, A. (2002). Hospitality research: A pause for reflection. *International Journal of Tourism Research*, 4, 161-169.
- Morrow, P.C. (1983). Concept Redundancy in organisational research: The case of work commitment. *Academy of Management Review*, 8 (3):486-500.
- Mowday, R. T., Porter, L.W., & Steers, R.M. (1982). Employee organisational linkage. The psychology of commitment, absenteeism, and turnover. New York: Academic Press.
- Mowday, R.T. & Steers, R.M. (1979). The measurement of organisational commitment. *Journal of Vocational Behavior*, 14, 224-247.
- Msila, V. (2008). Ubuntu and school leadership. *Journal of Education*, 44, 67-84.
- Msengana, N. W. (2006). The significance of the concept of Ubuntu for educational management and leadership during democratic transformation in South Africa, Unpublished Doctor of Philosophy, University of Stellenbosch, South Africa.
- Nadiri, H. & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organisational citizenship behavior in hospitality industry. *International Journal of Hospitality Management*, 29, 33-41.
- Namasivayam, K. & Mount, D.J. (2004). The relationship of work-family conflicts and family –work conflict to job satisfaction. *Journal of Hospitality and Tourism Research*, 28 (2):242-250.
- Namasivayam, K. Zhao, X. (2007). An investigation of the moderating effects of organisational commitment on the relationships between work–family conflict and job satisfaction among hospitality employees in India. *Tourism Management*, 28, 1212–1223.
- Nambisan, S., Agarwal, R., & Tanniru, M. (1999). Organisational mechanisms for enhancing user innovation in information technology. *MIS Quarterly*, 23 (8):365-395.
- Ndaba, W. J. (1994). Ubuntu in comparison to Western philosophies. Pretoria: Ubuntu School of Philosophy.
- Nzimakhwe, T.I. (2014). Practicing ubuntu and leadership in governance: The South African and Continental dialogue. *African Journal of Public Affairs*, 7 (4):30-41.
- Neves, P. & Eisenberger, R. (2014), "Perceived organisational support and risk taking". *Journal of Managerial Psychology*, 29 (2):187-205.

- Newenham-Kahindi, A. (2009). The transfer of Ubuntu and indaba business models abroad: A Case of South African multinational banks and telecommunication services in Tanzania. *International Journal of Cross Cultural Management*, 9 (1):87-108.
- Nicolaides, A. (2010). Cultural diversity training programme development for hospitality and tourism industry enterprises, International Research Symposium in Service Management, Mauritius, 24-27 August, 2010.
- Neuman, W.L. (2006). Social research methods: Qualitative and quantitative approaches, (6th Ed). New York, San Francisco: Boston.
- Nkomo, A. (2011). A postcolonial *and* anti-colonial reading of 'African' leadership and management in organisation studies: Tensions, contradictions and possibilities. *Organisation*, 18 (3):365-386.
- Nkrumah, K. (1961) I speak of Freedom: A Statement of African Ideology. London: Heinemann.
- Nussbaum. B. (2003). Ubuntu: Reflections of a South African on Our Common Humanity. *Reflections*, 4 (4):21-26.
- Nussbaum, B. (2003). Ubuntu and business: Reflections and questions. *World Business Academy*, 17 (3):1-16.
- Nussbaum. B. (2011). Sprinkling Ubuntu on Capitalism. <https://m.youtube.com/watch> (Date accessed: 30 June 2017).
- Nyathi, N. (2008). The organisational imagination in African anti-colonial thought, Unpublished Doctor of Philosophy, University of Leicester, school of management, United Kingdom.
- Nzimakwe, T.I. (2014). Practising Ubuntu and leadership for governance: The South African and continental dialogue. *African Journal of Public Affairs*, 7 (4):30-41.
- O'Connor, D. (2005). Towards a new interpretation of "hospitality". *International Journal of Contemporary Hospitality Management*, 17 (3):267-271.
- O'Gorman, K. (2006). Jacques Derrida's philosophy of hospitality. *The Hospitality Review*, 8 (4):50-57.
- Olsen, K. M., Sverdrup, T., Nesheim. T. & Kalleberg, A. L. (2016). Multiple foci of commitment in a professional service firm: Balancing complex employee relations. *Human Resource Management Journal*, 26 (4):390-407.
- Onkvisit, S. & Shaw J.J. (1991). "Is Services Marketing "Really" Different?" *Journal of Professional Services Marketing*, 7, (2):3-17.
- Onwuegbuzie, A.J., & Leech, N.L. (2005). A typology of errors and myths

- perpetuated in educational research textbooks. *Current Issues in Education*, 8 (7):1-14.
- Onwuegbuzie, A.J., Dickinson, W.B., Leech, N.L. & Zoran, A.G. (2009). A Qualitative framework for collecting and analyzing data in focus group research. *International Journal of Qualitative Methods*, 8 (3):1-21.
- O'Neill, J.W. & Lloyd-Jones, A.R. (2002). One year after 9/11-hotel values and strategic implications. *Cornell Hospitality Quarterly*, 43 (45):53-64.
- Oppenheim, C.E. (2012). Nelson Mandela and the Power of Ubuntu. *Religions*, 3, 369-388.
- O'Reilly III, C. & Chatman, J. (1986). Organisational Commitment and Psychological Attachment: The Effects of Compliance, Identification, and Internalization on Prosocial Behavior. *Journal of Applied Psychology*, 71 (3):492-499.
- O'reilly III, C.A., Chatman, J. & Caldwell, D.F. (1991). People and organisational culture: A profile comparison approach to Assessing person-organisation fit. *The Academy of Management Journal*, 34 (3):487-516.
- Paek, S., Schuckert, M., Kim, T.T., & Lee, G. (2015). Why is hospitality employees' psychological capital important? The effects of psychological capital on work engagement and employee morale. *International Journal of Hospitality Management*, 50, 9-26.
- Papatheodorou, A. Rosselló, J. & Xiao, H. (2010). Global economic crisis and tourism: Consequences and perspectives. *Journal of Travel Research*, 49 (1):39-45.
- Paulin, M. Ferguson, R.J., & Bergeron, J. (2006). Service climate and organisational commitment: The importance of customer linkages. *Journal of Business Research*, 59, 905-915.
- Peccei, R. & Rosenthal, P. (2001). Delivering customer-oriented behaviour through empowerment: An empirical test of JRM assumptions. *Journal of Management Studies*, 38, 831-857.
- Peccei, R., & Rosenthal, P. (1997). The antecedents of employee commitment to customer service: evidence from a UK service context. *The International Journal of Human Resource Management*, 8 (1):66-86.
- Peter, T.J. & Waterman, R.H. (1982). In search of excellence. New York: Harper and Row.
- Pfeffer, J., & Veiga J.F. (1999). Putting people first in organisations. *Academy of Management Executive*, 13 (2):37-48.
- Petzer, D.J., & Steyn, T.F.J. (2009). Customer retention practices of group, or branded hotels, as compared to private or owner-managed hotels: An exploratory study. *Journal of Contemporary Management*, 6, 274-297.

- Petzer, D.J., Steyn, T.F.J., & Mostert, P.G. (2008). Competitive marketing strategies of selected hotels: an exploratory study. *Southern African Business Review*, 12 (2):1-22.
- Petzer, D.J. & Steyn, TFJ. (2006). Customer retention: A theoretical perspective of service failure and service recovery in the hotel industry. *Acta Commercii*, 6:162-172.
- Pizam, A., Shani, A. (2009). The nature of the hospitality industry: Present and Future Manager's Perspectives. *An International Journal of Tourism and Hospitality Research*, 20 (1):134-150.
- Pizam, A. & Ellis, T. (1999). Customer satisfaction and its measurement in hospitality enterprise. *International Journal of Contemporary Hospitality Management*, 11 (7):231-247.
- Ponterroto, J.G. (2005). Qualitative research in counseling psychology: A primer on research paradigms and philosophy of science. *Journal of Counseling Psychology*, 52 (2):126-136.
- Poulston. J.M. (2009). Working Conditions in Hospitality: Employees' views of the Dissatisfactory Hygiene Factors. *Journal of Quality Assurance in Hospitality & Tourism*, 10, 23-43.
- Porter, L. W., & Lawler, E. E. (1968). *Managerial attitudes and performance*. Homewood, IL: Irwin.
- Porter, L.W., Steers, R.M., Mowday, R.T. & Boulian, P. V. (1974). Organisational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.
- Potts, L.N., & Reynolds, D. (2010). The effect of supervisor-subordinate language similarity on subordinates' perceived organisational support in the U.S. lodging industry. *Journal of Human Resources in Hospitality & Tourism*, 9, 92-102.
- Poovan, N., Du Toit, M.K. & Engelbrecht, A.S. (2006). The effect of the social values of Ubuntu on team effectiveness. *South African Journal of Business Management*, 37 (3):17-27.
- Prasad, P. (2005). Hermeneutics. *The interpretation of texts*. In Prasad (eds.). *Crafting qualitative research: Working in the Postpositivist traditions*. New , York: Sharpepp.
- Prayag, G. (2007). Assessing international tourists' perceptions of service quality at Air Mauritius. *International Journal of Quality & Reliability Management*, 24 (5):492-514.
- Pricewaterhouse coopers. (2011). *South African hospitality outlook: Making room for revenue* (1st Ed). South Africa.

- Pricewaterhouse coopers. (2012). *South African hospitality outlook: Unpacking hospitality trends* (2nd Ed). South Africa.
- Pricewaterhouse coopers. (2013). *South African hospitality outlook: Destination Africa* (3rd Ed). South Africa.
- Pricewaterhouse coopers. (2014). *Hospitality outlook, South Africa-Nigeria-Mauritius to Kenya: Passport to Africa* (4th Ed). South Africa.
- Pricewaterhouse coopers. (2014). *Middle East cities hotels forecast: Gateway for growth* (1st Ed). South Africa.
- Pricewaterhouse coopers. (2015). *South Africa-Nigeria-Mauritius to Kenya: The African traveler* (5th Ed). South Africa.
- Purcell, J. (1987). Mapping management styles in employee relations. *Journal of Management Studies*, 24 (5):533-548.
- Putterill, M.S., & Rohrer, T.C. (1995). A causal model of employee commitment in a manufacturing setting. *International Journal of Manpower*, 16 (5/6):56-69.
- Qobo, M. & Nyathi, N. (2016). Ubuntu, public policy ethics and tensions in South Africa's foreign policy. *South African Journal of International Affairs*, 23 (4):421-436.
- Quest, M., & Battersby, D. (2015). Hospitality: What is its real value and how many does it really employ? *Tourism and Hospitality Research*, 15 (2):142-145.
- Rivett-Carnac, K. (2009). *Local economic development, tourism and land use choices*. Development Planning Division Working Paper Series No.4, DBSA: Midrand.
- Rahman, N.M.AB., & Hanafiah, M.H. (2002). Commitment to organisation versus commitment to profession: conflict or compatibility? *Journal Pengurusan*, 21, 77-94.
- Ramsaran-Fowder, R., R. (2007). Developing a service quality questionnaire for the hotel industry in Mauritius. *Journal of Vacation Marketing*, 13 (1):19-27.
- Regan W.J. (1963). "The Service Revolution". *Journal of Marketing*, 27 (3):57-62.
- Rego, A. & eCunha, M.P. (2008). Workplace spirituality and organisational commitment: An empirical study. *Journal of Organisational Change Management*, 21 (1):53-75.
- Reichers, A.E. (1985). A Review and reconceptualization of organisational commitment. *The Academy of Management Review*, 10 (3):465-476.
- Reissman, C. K., & Speedy, J. (2007). Narrative inquiry in the psychotherapy

- professions: A critical review. In Clandinin, D. J. (eds.), *Handbook of narrative inquiry: Mapping a methodology*, (pp. 426-456). Thousand Oaks, CA: Sage Publications.
- Republic of South Africa (1997). Ministry for of Welfare and Population Development. White Paper for Social Welfare. Notice 1108 of 1997. *Government Gazette*, 386 (18166). Pretoria. Government Printers.
- Rhoades, L. & Eisenberger, R. (2002). Perceived Organisational Support: A Review of the Literature. *Journal of Applied Psychology*, 87 (4): 698–714.
- Ritzer, G., & Trice, H. (1969). Empirical study of Howard Becker's side bet theory. *Social Forces*, 47, 475-479.
- Rogerson, J.M. (2010). The boutique hotel industry in South Africa: Definition, Scope and Organisation. *Urban Forum*, 21, 425-439.
- Rogerson, J.M. & Kotze, N. (2011). Market segmentation and changing South African Hotel Industry (1990 – 2010). *African Journal of Business Management*, 5 (35):13523-13533.
- Rogerson, C.M & Visser, G. (Eds.). (2004). *Tourism and Development issues in contemporary South Africa*. Pretoria: Africa Institutes of South Africa.
- Roodt, G. (1997). Theoretical and empirical linkages between work-related commitment foci. *Journal of Industrial Psychology*, 23 (2):6-3.
- Roodt, G. & Kotze, K. (2005). Factors that affect the retention of managerial and specialist staff: An exploratory study of employee commitment model. *SA Journal of Human Resources Management*, 3 (2):48-55.
- Ross, G. (1994). Service quality ideals among hospitality industry employees. *Tourism Management*, 15 (4):273-280.
- Rousseau. D.M & Fried, Y. (2001). Editorial: Location, location, location: Contextualizing Organisational Research. *Journal of Organisational Behavior*, 22 (1):1-13
- Ryan, A.B. (2006). Post-positivist approaches to research. Researching and writing your thesis: *A guide for postgraduate students*, 12-26.
- Salancik, G.R. & Pfeffer, J. (1977). An examination of need-satisfaction models of job attitudes. *Administrative Science Quarterly*, 427-456.
- Saunders, I.W., & Graham, M.A. (1992). Total quality management in the hospitality industry. *Total Quality Management*, 3 (3):243-256.
- Salancik, G.R. & Pfeffer, J. (1977). An examination of need-satisfaction models of job attitudes, *Administrative Science Quarterly*, 427-456.

- Satorra, A. & Bentler, P.M. (1999). A scaled difference Chi-square test statistic for moment structure analysis. <http://statistics.ucla.edu/preprints/uclastat-preprint:1999.19> (Date accessed: 27 November 2018).
- Scholl, R. W. (1981). Differentiating organisational commitment from expectancy as a motivating force. *Academy of Management Review*, 6 (4):559-599.
- Schneider, B. & Bowen, D.E. (1993). The service organisation: Human resources management is crucial. *Organisational Dynamics*, 21, 39-52
- Schonberger, R. J; Knod Jr, E. M; (1997). *Operations Management: Customer – Focused Principles* (6th Ed). Boston, Irwin: McGraw Hill.
- Sheldon, M.E. (1971). Investments and involvements as mechanisms producing commitment to the organisation. *Administrative Science Quarterly*, 143-150.
- Shoss, M.K., Eisenberger, R., Restubog, S.L. & Zagenczyk, T.J. (2013). Blaming the organization for abusive supervision: The roles of perceived organizational support and supervisor's organizational embodiment. *Journal of Applied Psychology*, 98 (1):158-168.
- Sharma, J. & Dhar, R.L. (2016). Factors influencing job performance of nursing staff: Mediating role of affective commitment. *Personal Review*, 45 (1):161-182.
- Sharma, P., Kong, T.T.C., & Kingshott, R.P.J. (2016). Internal service quality as a drive of employee satisfaction, commitment and performance. *Journal of Service Management*, 27 (5):773-797.
- Schermelleh-Engel, K., Moosbrugger, H., & Muller, H. (2003). Evaluating the fit of structural equation models: Tests of significance and descriptive goodness-of-fit measures. *Methods of Psychological Research*, 8 (2):23-74.
- Shore, L.M., Barksdale, K., & Shore, T.H. (1995). Managerial perceptions of employee commitment to the organisation. *The Academy of Management Journal*, 38 (6):1593-1615.
- Shore, L.M., & Wayne, S.J. (1993). Commitment and Employee Behavior: Comparison of affective commitment and continuance commitment with perceived organisational support. *Journal of Applied Psychology*, 78, (5):774-780.
- Shore, L.M. & Martin, H.J. (1989). Job satisfaction and organisational commitment in relation to work performance and turnover intention. *Human Relations*, 42 (7):625-638.
- Skulmoski, G.J., Hartman, F.T., & Krahn, J. (2007). The Delphi method for graduate research. *Journal of Information Technology Education*, 6, 1-21.
- Sigger, D .S, Polak D.M, Pennink B.J.W. (2010). *Ubuntu and humanness as*

management concept, based on imperial result from Tanzania. CDS, Research Report Series. Report No. 29 ISSN 1385-9218.

Silva, P. (2006). Effects of disposition on hospitality employee job satisfaction and commitment. *International Journal of Contemporary Hospitality Management*, 18 (4):317-328.

Smith, B. & McGannon, K.R. (2018). Developing rigour in qualitative research: Problems and opportunities with sports and exercise psychology. *International Review of Sport Exercise Psychology*, 11 (1):101-121.

Smith, W.G. (2017). A post foundational Ubuntu accepts the unwelcomed (by way of 'process transversality'), in *Ecodomy-Life in its fullness*. *Verbum et Ecclesia*, suppl. 1, (3), a1556. <https://doi.org/10.4102/ve.v38i3.1556>

Smith, K., Gregory, S.R. & Cannon, D. (1996). Becoming an employer of choice: Assessing commitment in the hospitality workplace. *International Journal of Contemporary Hospitality Management*, 8 (6):3-9.

Solnet, D., & Wood, A. (2008). Generation Y as Hospitality Employees: Framing a Research Agenda. *Journal of Hospitality and Tourism Management*, 15, 59-68.

Sommers, M.J. (2009). The combined influence of affective, continuance and normative commitment on employee withdrawal. *Journal of Vocational Behavior*, 74, 75–81.

Sono, T. (1994). *Dilemmas of African intellectuals in South Africa*. Pretoria: Unisa Press.

Snell, S.A. (1992). Control theory in strategic human resource management: The mediating effect of administrative information. *Academy of Management Journal*, 35 (2):292-327.

South African Government. (1996). White Paper on Welfare, Pretoria, Government Gazette. No.16943

South African Tourism (SAT). (2017). The Lilizela tourism awards, www.lilizela.co.za [Accessed: 15 November 2017].

South African Tourism (SAT). (2012). Highlights of the Annual report- 2010/2011. Republic of South Africa, Pretoria.

Spector, P. E. (1997). *Job satisfaction: Application assessment, causes, and consequences*. Thousand Oaks. CA: Sage.

Spowart, J. (2011). Hospitality students' competencies: Are they work- ready? *Journal of Human Resources in Hospitality and Tourism*, 10,169-181.

Srivastava, A.P., & Dhar. R.L. (2016). Impact of leader member exchange, human resource management practices and psychological empowerment on extra role performances: The mediating role of organisational commitment.

- Stanley, L.L. & Wisner, J.D. (2001). Service quality along the supply chain: Implications for purchasing. *Journal of Operations Management*, 19, 287-306.
- Statistics South Africa. (2012). *Statistical release: Food and beverages*. Pretoria: South Africa.
- Staw, B.M. (1977). *Two sides of commitment*. Paper presented at the annual meeting of the Academy of Management, Orlando, FL.
- Stebbins, R.A. (1970). On misunderstanding the concept of commitment: A theoretical clarification. *Social Forces*, 48 (4), 526-529.
- Steers, R.M. (1977). Antecedents and outcomes of organisational commitment. *Administrative Science Quarterly*, 22 (1):46-56.
- Steers, R.M., Mowday, R.T. & Shapiro, D. (2004). Introduction to special topic forum: The future of work motivation theory. *The Academy of Management Review*, 29 (3):379–387.
- Stevens, J.M., Beyer, J.M., & Trice, H.M. (1978). Assessing personal, role, and organisational predictors of managerial commitment. *The Academy of Management Journal*, 21 (3):380-396.
- Stevens, P., Knutson, B. & Patton, M. (1995). DINESERV: A tool for measuring service quality in restaurants. *Cornell Hotel and Restaurant Administration Quarterly*, 36 (2):56-60.
- Steyn, T.F.J., Mostert, P.G. De Meyer, C.F. & van Rensburg, L.R.J. (2011). The Effect of Service Failure and Recovery on Airline-Passenger Relationships: A Comparison between South African and United States Airline passengers. *Journal of Management Policy and Practice*, 12 (5):105-115.
- Stinglhamber, F., Cremer, D.D., & Mercken, L. (2006). Perceived support as a mediator of the relationship between justice and trust: A multiple foci approach. *Group & Organization Management*, 31 (4):442-468.
- Stinglhamber, F. & Vandenberghe, C. (2003). Organization and supervisors as sources of support and targets of commitment: a longitudinal study, *Journal of Organisational Behaviour*, 24 (3):251-270.
- Strumpfer, D.J.W., & Mlonzi, E. N. (2001). Antonovsky's Sense of Coherence scale and job attitudes: Three studies. *South African Journal of Psychology*, 31 (2):30-37.
- Strydom, S.C. (2012). A qualitative investigation into the sources of job satisfaction among black middle level managers. Unpublished Doctor of Literature and Philosophy, Department of Psychology, University of South Africa.

- Sutherland, M. & Jordaan, W. (2004). Factors affecting the retention of knowledge workers. *SA Journal of Human Resources Management*, 2 (2):55-64.
- Taal, M. (2012). *Organising in the hospitality sector in South Africa: A report on the context, challenges and strategies of organising hotel workers in South Africa*, Labour Research Service.
- Tahernejad, Z., Ghorban, S., Ariffin, R.N.R. & H. Babaei, H. (2015). Ethical leadership and employee-organisational outcomes in the hotel industry. *South African Journal of Business Management*, 46 (2):89-98.
- Tang, Y.Y. & Tsaur, S.H. (2016). Supervisory support and service oriented organisational citizenship behaviour in hospitality: The role of positive group effective tone. *International Journal of Contemporary Hospitality Management*, 28 (10):2331-2349.
- Tansky, J.W. Cohen, D. J. (2001). The Relationship between organisational support, employee development, and organisational commitment: An empirical study. *Human Resources Development Quarterly*, 12 (3):285-300.
- Tari, J.J., Claver-Cortes, E. Pereira-Moliner, J. Molina-Azorin, J.F. (2010). Levels of quality and environmental management in the hotel industry: Their joint influence on firm performance. *International Journal of Hospitality Management*, 29, 500-510.
- Tavernaro-Haidarian, L. (2018). Evolving 'discourse' into discourse: Ubuntu as a normative basis. *South African Journal of Communication Theory and Research*, 44, 1, 1-15.
- Tekingündüz, S., Top M., Tengilimoğlu, D., & Karabulut, E. (2015). Effect of organisational trust, job satisfaction, individual variables on the organisational commitment in healthcare services. *Total Quality Management & Business Excellence*, 28 (5/6): 522-541.
- Terblanche, N.S., & Boshoff, C. (2010). Quality, value, satisfaction and loyalty amongst race groups: A study of customers in the South African fast food industry. *South African Journal of Business Management*, 41 (1):1-9.
- Testa, M.R. (2001). Organizational commitment, job satisfaction, and effort in the service environment. *The Journal of Psychology*, 135 (2):226-236.
- Tett, R.P., & Meyer, J. P. (1993). Job satisfaction, organisational Commitment, turnover intention, and Turnover: Path analyses based on Meta analytic findings. *Personal Psychology*, 46, 259-293.
- Tews, M.J., Strafford, K. & Tracey, J. B. (2011). What matters most? The perceived importance of ability and personality for hiring decisions. *Cornell Hospitality Quarterly*, 52 (2):94-101.
- The National Department of Tourism. (2016). Tourism quarterly factsheet,

Pretoria: Republic of South Africa.

The National Department of Tourism. (2011). The National Tourism Service Excellence Strategy. Republic of South Africa, Pretoria.

The National Department of Tourism. (2010). The National Tourism Sector Strategy. Republic of South Africa, Pretoria.

The National Department of Tourism. (2009). Current customer service delivery in South Africa. Republic of South Africa, Pretoria.

Theobald, W.F. (2005). *The meaning, scope, and measurement of travel and tourism in Global tourism*, Theobald, W.F. (Eds.). Oxford: Elsevier.

The South African Business Excellence Model-Criteria and General Guidelines. (1998). Pretoria, South Africa: South African Quality Institute.

To, W.M., Martin Jr, E.F & Yu, B.T.W. (2015). Effect of management commitment to internal marketing on employee work attitude. *International Journal of Hospitality Management*, 45, 14–21.

Todd, S. (2001). Self-concept: a tourism application. *Journal of Consumer Behaviour*, (1): 184-196.

Todd, G. (2001). *Tourism and hospitality in the 21st Century: World travel and tourism*, 1st ed. Oxford: London: Butterworth-Heinemann.

Torres, E.N. Kline, S. (2006). From satisfaction to delight: A model for the hotel industry. *International Journal of Contemporary Hospitality Management*, 18 (4):290-301.

Trafford, V., & Leshem, S. (2008). *Stepping stones to achieving your Doctorate: By focusing on your viva from the start*, 1st ed. England: McGraw Hill.

Tsaur, S.H, & Lin, Y.C. (2004). Promoting service quality in tourist hotels: the role of HRM practices and service behavior. *Tourism Management*, 25, 471–481.

Tutu. D. (2004). *God has a Dream: A Vision of Hope for our Time*, New York: Doubleday.

Tutu, M.P. (1995). 'The Right to Hope'. Thick, C. (Eds.), *Global Problems, Global Vision*. UK, Earthscan Publications.

Turner, R. & Sears. Z. (2013). 'Travel and tourism as a driver of employment growth', in Blanke, J. & Chiesa, T. (Eds.). The travel and tourism competitive report 2013: Reducing barriers to economic growth and job creation, (pp 63-69), World Economic Forum, Geneva.

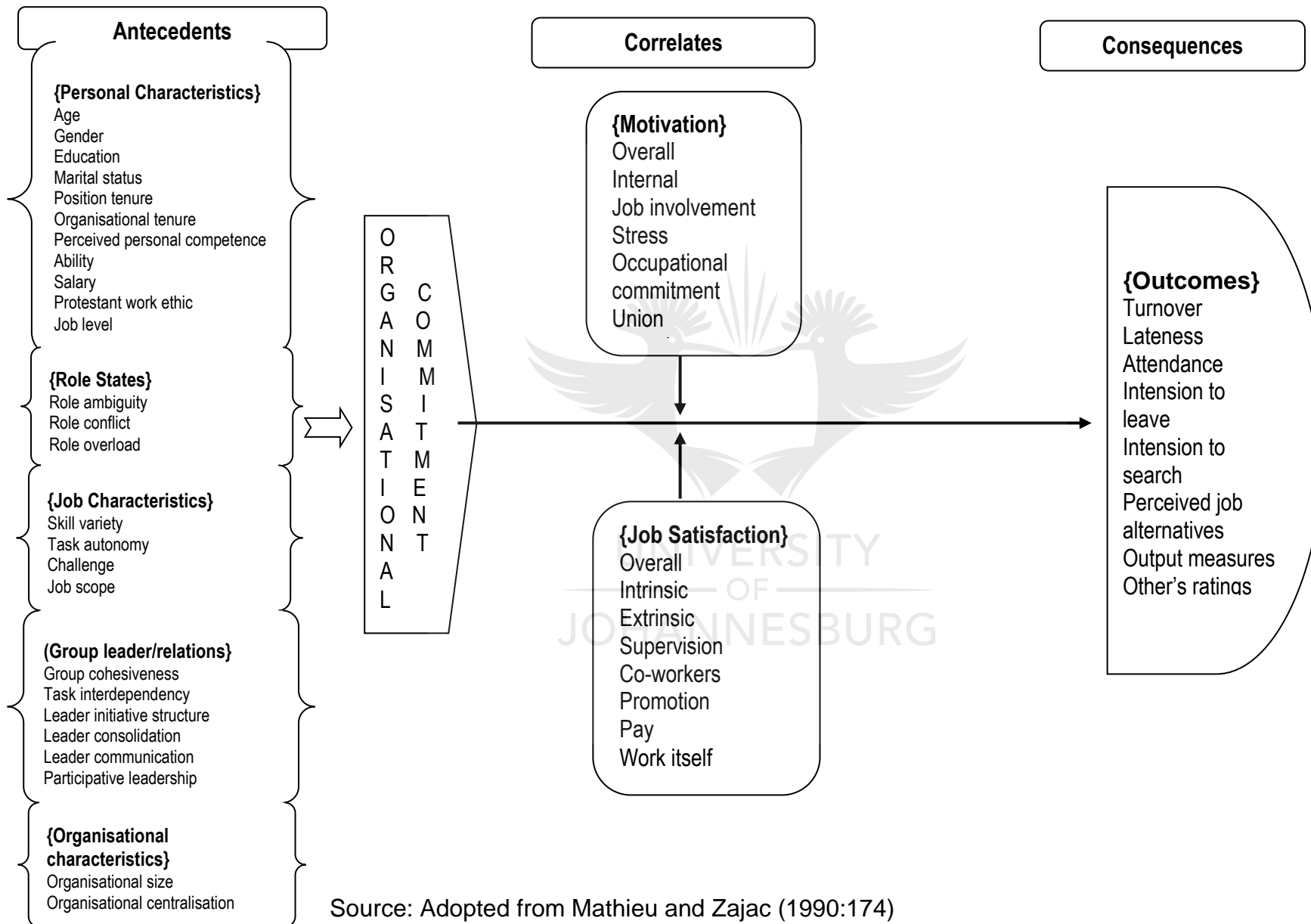
Ubeda-Garcia, M., Cortes, E.C. Marco-Lajara, B. & Zaragoza-Saez, P. (2014). Strategy, training and performance fit. *International Journal of Hospitality Management*, 42, 100-116.

- UNWTO. (2015). Tourism highlights, Geneva: Switzerland: WTO.
- UNWTO. (2014). Handbook of Tourism destination branding. Madrid-Spain: WTO.
- UNWTO. (2009). Handbook of Tourism destination branding. Madrid-Spain: WTO.
- van Aken, J.E. (2004). Management research based on the paradigm of the design sciences: the quest for field tested and grounded technological rules. *Journal of Management Studies*, 41 (2):219-246.
- Van Den Heuvel, H. (2008). 'Hidden messages' emerging from Afrocentric management perspectives. *Acta Commercii*, 41-54.
- Vandenberghe, C., Bentein, k., & Stinglhamber, F. (2004). Affective commitment to the organization, supervisor, and work group. Antecedents and outcomes. *Journal of Vocational Behavior*, 64, 47-71.
- Van der Merwe, W. L. (1996). Philosophy and the multi-cultural context of (post) apartheid South Africa. *Ethical perspectives*, 3 (2), 1-15.
- Van der Merwe. M & Wocke. A. (2007). An investigation into responsible tourism practices in the South African hotel industry. *Southern African Journal*, 38 (2):1-16.
- Van der Werf, M.J. (2003). Schistosomiasis Morbidity and Management in Cases of Africa, Unpublished, PhD dissertation, Department of public health, University Medical Center, Rotterdam and the Netherlands: Foundation for the advancement of tropical research.
- Van Dun, D.H., Hicks, JN., & Wilderom, CPM. (2016). Values and behaviours of effective lean managers: Mixed methods exploratory research. *European Management Journal*, (2016), <http://dx.doi.org/10.1016/j.emj.2016.05.01>.
- Van Stam, G. (2014). Ubuntu, peace and women: Without a mother there is no home. In M. van Reisen (Eds.), *Women's leadership in peace building conflict, community and care* (pp.37-54). Trenton, NJ: Africa World Press.
- Visagie, C.M., & Steyn, C. (2011). Organisational commitment and responses to planned organisational change: An exploratory study. *Southern African Business Review*, 15 (3):98-121.
- Voigt, L. & Laher, S. (2009). The five factor model of personality and individualism /collectivism in South Africa: an exploratory study. *Pins* 37, 39-54.
- Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.
- Walliman, N. (2011). *Your research project: Designing and planning your work*. London: Sage publication.
- Walsh, K. and Taylor, M. S. (2007). Developing in-house careers and retaining

- management talent. *Cornell Hotel and Restaurant Administration Quarterly*, 48 (2):163-182.
- Vui-Yee, K. (2015). The impact of strategic human resource management on employee outcomes in private and public limited companies in Malaysia. *Journal of Human Values*, 21 (2):75-86.
- Walle, A. (1997). 'Quantitative versus qualitative tourism research.' *Annals of Tourism Research*, 24 (3):524-536.
- Waliggo, M. (2005). *Law and public morality in Africa: Legal, philosophical and cultural issues*. A paper discussed at the ALRAESA, Annual Conference, 4-8 September 2005, Imperial Resort Beach hotel, Entebbe.
- Wang, C.C & Geale, S.K. (2015). The power of story: Narrative enquiry as a methodology in nursing research. *International Journal of nursing science*, 2 (2):195-198
- World Economic Forum. (2013). Reducing Barriers to Economic Growth and Job Creation. The Travel & Tourism Competitiveness Report 2013: Geneva, Switzerland. WEF.
- Welman, J. C. & Kruger, S.J. (1999). *Research methodology for business and administrative sciences*. Johannesburg, South Africa: International Thompson.
- Westmoreland, M.W. (2008). Interruptions: Derrida and Hospitality. *Kritike*, 2(1):1-10.
- Wiener, Y. (1982). Commitment in organisations: A normative view. *Academy of Management Review*, 7 (3):418-428.
- Williams, L.J. & Anderson, S.E. (1991). Job satisfaction and organisational commitment as predictors of organisational citizenship and in-role behaviours. *Journal of Management*, 17 (3):601-617.
- Woermann, M, & Engelbrecht, S. (2017). The Ubuntu challenge to business: From stakeholder to relationholders. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-017-3680-6>.
- WTO. (2004). Sustainable tourism development. Guide for local planners. Madrid: WTO
- WTTC. (2012). Benchmarking travel and tourism, Global summary: How does travel and tourism compare to other sectors? Global, London: WTTC.
- WTTC. (2009). Travel and tourism economic impact, Portugal. London: WTTC.
- WTTC. (2011). Travel and tourism economic impact, World. London: WTTC.
- WTTC. (2011). Travel and tourism economic impact, The Caribbean. London: WTTC.
- WTTC. (2009). Travel and tourism economic impact, Portugal. London: WTTC.

- WTTC. (2015). Travel and tourism economic impacts, South Africa 2015. London: WTTC.
- Worsfold, P. (1999). HRM, performance, commitment and service quality in the hotel industry. *International Journal of Contemporary Hospitality Management*, 11 (7):340-348.
- Wu, JJ. & Yang, Q.L. (1982). A study of individual characteristics, organizational climate and organizational commitment. Unpublished Masters Dissertation, Cheng-Chi University, Taipei-Taiwan.
- Yilmaz, I. (2009). Measurement of service quality in the hotel industry. *An International Journal of Tourism and Hospitality Research*, 20 (2): 375-386.
- Yukl, G. (2002). *Leadership in organisations*. Englewood: Prentice-Hall.
- Zhao, X.R., Qu, H. & Ghiselli, R. (2011). Examining the relationship of work–family conflict to job and life satisfaction: A case of hotel sales managers. *International Journal of Hospitality Management*, 30, 46-54.
- Zhao, X.R. (2016). Work-family studies in the tourism and hospitality contexts. *International Journal of Contemporary Hospitality Management*, 28 (11):2422-2445.
- Zeithaml, V.A. & Parasuraman, A. Berry, L.L. (1985). Problems and strategies in service marketing. *Journal of Marketing*, 49, 33-46.
- Zeithaml, V.A. Berry, L.L. & Parasuraman, A. (1988). Communication and control process in the delivery of service quality. *Journal of Marketing*, 52, 35-48.
- Zeithaml, V.A. Parasuraman, A. & Berry, L.L. (1990). *Delivering service quality: Balancing customer perceptions and expectations*. New York: The Free Press.
- Zelle, G. (2009). Exploring the application of positioning theory to the analysis of organisational change. Australian and New Zealand Academy of Management Conference. Adelaide, Australia (2009), <http://ro.uow.edu.au/commpaper/574>.
- Zopiatis, A., Constanti, P. & Theocharous, A. L. (2014). Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees Cyprus. *Tourism management*, 41,129-140.
- Zwane, F.N., du Plessis, L. & Slabbert, E. (2014). Analysing employer's expectations of employee skills in the South African tourism industry. *South African Journal of Human Resource Management*, 12 (1):1-9.

Appendix A: Causality model of OC



Appendix B: Summary of empirical research commenting on the OC relationship#

Variables	Empirical	Literature sources
1. Personal characteristics	Previous research found a positive correlation between age and tenure with affective commitment (AC) than the continuance commitment (CC).	Meyer and Allen (1984:376), Flynn and Solomon (1985:126), Lee and Mowday (1987:736)
	Meta-Analysis further confirmed earlier findings that age was significantly more related to AC than the CC. Others found that older employees exhibit stronger OC and satisfaction than younger employees especially when controlled for fairness perceptions, job type and supervisor evaluation.	Mathieu and Zajac (1990:177), McFarlin and Sweeney (1992:630), Cohen (1993:1151), Meyer, Irving and Allen (1998:48)
	10 years later, studies found that satisfaction with employee development and POS were significant predictors of employee OC of managers after controlling for age, gender and education. Meta-Analysis provided additional evidence that age and tenure (both job and organisation tenure) correlated positively with all three components of OC.	Tansky and Cohen (2001: 294), Meyer et al. (2002:28), Rahman and Hanafiah (2002:92)
	Continued research in the mid-2000s found that older employees, females, married, and well-paid persons were more committed to their organisation than younger employees who were not married. By 2008, research provided additional support that there was a significant positive relationship between age and tenure with AC and CC components. In the same year of 2008, other contexts such as South Africa, complemented existing research and indicated that OC had a significant relationship with age where results indicated a trend emerging in which commitment to the organisation increases as age increases.	Huang and Hsiao (2007:1273), Rego and e Cunha (2008:64), Martin and Roodt (2008:28).
2. Work experience characteristics*	Affective employee OC was found to be stronger among employees who demonstrate positive early work experiences. Several studies identified the most common sub-group of work experiences (HRM policies and practices and Perceived Organisational Support (POS) which have been reviewed in this study.	Meyer <i>et al.</i> (1998:45); (Storey, 1992:38; Wright & McMahan, 1992:298; Cohen & Hudecek, 1993:209; Guest, 1997:503; Worsfold, 1999:342; Meyer <i>et al.</i> , 2002:38; Little & Dean, 2006:473).
3. HRM policies and Practices	An indirect relationship between HRM practices such as recruitment, retention and reward systems and commitment has been found.	Caldwell, <i>et al.</i> (1990:246)
	Employee perceived HRM systems significantly affect employees' pro-social behaviours towards guests, and the relationship between HRM systems, AC and job satisfaction (JS) could lead to service quality of guest-contact employees. HRM practices had great influence on employees' commitment and capability to provide high quality service.	Peccei and Rosenthal (2001:850), Malhotra and Mukherjee (2004:170), Little and Dean (2006:473).
	People-centred management practices (HR) that recognises employees as assets through creating and maintaining skilful and committed workforce could contribute to the achieving organisational goals. Others commented that organisations treating their	Dzansi and Dzansi (2010:997), Vui-Yee, 2015:83).

Variables	Empirical	Literature sources
	employees as resource capital instead of cost centre may contribute to making employees feel more committed, satisfied and involved.	
4. POS	Most research recognised POS as a form of management commitment towards employee work-efforts. Some studies argued that POS was significant predictor of OC for managers after controlling for demographics. Additional insights from other studies provided evidence that there was a positive relationship between POS and various components of OC to the extent that HRM practices would act as mechanisms through which organisations support their employees. Thus, POS is also said to be associated with work-to-family interface and family –to-work family interface (work-life balance).	Rhoades, Eisenberger and Armeli, 2001:833; Tansky and Cohen (2001:294), Rhoades & Eisenberger, 2002:712; Meyer <i>et al.</i> , 2002:39; Chen, Eisenberger, Johnson, Sucharski, & Aselage, 2009:122; Eisenberger, Restubog & Zagenczyk, 2013:159) and Kurtessis, Eisenberger, Ford, Buffardi, Steward & Adis, 2015:2.
5. Employee job satisfaction with development.	Job type significantly predicts job satisfaction, evaluation of supervisor, and OC, with managers being more positive than clerical employees.	McFarlin and Sweeney (1992:630)
	Satisfaction with employee development, a significant predictor of OC for managers after controlling for demographics.	Tansky and Cohen (2001:294).
	Findings of shift workers of Ferro-alloy industries show that there is a significant positive relationship between job satisfaction, affective and normative commitment variables, but a negative association between job satisfaction and continuance commitment existed.	Jena (2014:114)
Note: * Work experience refers to day-to-day events in the workplace-which affect employee's level of satisfaction (Meyer <i>et al.</i> , 1998:45). # A plethora of variable-centered approach to employee OC was found in the economist and OB disciplines		

Source: Author's own compilation (2016)

Appendix C: Hofstede's four cultural dimensions

Description of each dimensions	
1. Power distance (small/large)	2. Uncertainty-avoidance
<ul style="list-style-type: none"> - The extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally. - In small power distance: <ul style="list-style-type: none"> - Hierarchy means inequality of roles, established for convenience. - Subordinates expect to be consulted - In large power distance: <ul style="list-style-type: none"> - Hierarchy means existential inequality - Subordinates expect to be told what to do. 	<ul style="list-style-type: none"> - This dimension deals with a society's tolerance for ambiguity. It also indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. • In weak uncertainty avoidance: <ul style="list-style-type: none"> - Changing jobs is not a problem. - People dislike of rules - written or unwritten • In strong uncertainty avoidance: <ul style="list-style-type: none"> - People stay in jobs even if they disliked - Emotional need for rules – even if not obeyed
3. Individualism-collectivism	
Individualism	Collectivism
<ul style="list-style-type: none"> • People are viewed as independent from the group. Therefore, priority is given to personal goals over those of the group and behaviour tends to be based on personal attitudes rather than group norms. - Everyone is supposed to take care of him- or herself and his or her immediate family only. - Others are classified as individuals. - Languages in which the word "I" is indispensable. 	<ul style="list-style-type: none"> • People in a collectivist society are mainly interested in maintaining relationships with others and avoiding conflict. - People are born into extended families or clans which protect them in exchange for loyalty. - Others classified as in-group or out-group. - Languages in which the word "I" is avoided.
4. Masculinity-femininity	
Masculinity	Femininity
<ul style="list-style-type: none"> - Men should be and women may be assertive and ambitious. - Work prevails over family. 	<ul style="list-style-type: none"> - Men and women should be modest and caring. - Balance between family and work.
5. Cultural orientations	
Long-term	Short-term
<ul style="list-style-type: none"> - Traditions are adaptable to changed Circumstances. - Thrift and perseverance are important goals. - Family life guided by shared tasks 	<ul style="list-style-type: none"> - Traditions are sacrosanct - Service to others is an important goal - Family life guided by imperatives
6. Indulgence vs. restraint	
<ul style="list-style-type: none"> - Higher percentage of people declaring themselves very happy - More likely to remember positive emotions 	<ul style="list-style-type: none"> - Fewer very happy people - Less likely to remember positive emotions

Source: Hofstede (1980b:45-46)

Appendix D: Causes of poor service quality: a global hospitality sector context

Regional hospitality context	Causes	Literature references
United Kingdom	High turnover rate of frontline employees leading to breakdown of service process and lack of consultation with employees when developing service quality policies.	Harrington & Akehurst (1996:288)
Australia	Employee work attitude towards guests.	Deery and Shaw (1999:393)
New Zealand	Inadequate service training of guest-contact employees.	Kandampully & Suhartanto (2000:350)
Taiwan	Negative perceptions of HRM (recruitment, selection, compensation, training and development) practices and lack of courtesy of guest-contact employees towards guests.	Tsaur & Lin (2004:477)
Mauritius	Lack of promptness of service and consistent courtesy by frontline employees.	Fowdar (2006:23)
United States of America (USA)	Lack of recruiting and hiring guest-contact employees with behaviours that desire to please and show empathy while anticipating guest's needs.	Torres & Kline (2006:299)
South Africa	First-line managers and guest -contact employees' negative perception of HRM (selection, training and performance appraisal) practices and work environment.	Browning (2006:1330)
Mauritius	Lack of personalised service and sincerity from employees.	Prayag (2007:507)
Turkey	Poor employee appearance and lack of empathy.	Yilmaz (2009:384)
South Africa	Guest-contact employee's negative attitudes towards work and guest service delivery.	Hugo (2009:24)
China & New Zealand	Guest and management bad treatment of guest-contact employees.	Lu & Adler, (2009:66), Poulston (2009:24)
Thailand	Employee job dissatisfaction and negative behaviour leading to poor service delivery.	Kim et al. (2009:370)
Spain	Lack of training leading to a lack of service professionalism when dealing with guests	Tari, Cortes, Moliner, & Azorin (2010:508)
USA	Employee job dissatisfaction limited efforts to retain talented guest-contact employees	Lee and Way (2010:344)
South Korea	Employee job dissatisfaction leading to lack of attention towards guest service quality.	Choi & Kim (2010:1023)
South Africa	Guest-contact employees have themselves never experienced excellent guest service.	NDT (2011:16)
Norway	Employee engagement unlinked from the organisation's service strategy.	Slatten & Mehmetoglu (2011:102)
South Africa	Lack of a well-resourced service environment (e.g. operating equipment).	Cohen & Olsen (2013:246)
Malaysia	Lack of courtesy among guest-contact employees towards guests.	Amin, Yahya, Ismayatim, Nasharuddin & Kassim, (2013:122)
South Africa	Management's bad treatment of guest-contact employee in the workplace.	Coughlan, Moolman & Haarhoff, (2014:103), NDT, (2011:19)

Regional hospitality context	Causes	Literature references
China	Lack of guest-contact employee interaction with guests.	Ali, Amin and Cobanoglu (2015:17)
South Africa	Lack of individual attention by guest-contact employees towards guests.	Naudé & Kloppers (2016:62)
USA	Workplace incivility (that is, guest, supervisor and coworker offensive comments) have significant negative effects on guest-contact employee's emotions and attitudes towards work.	Cho, Bonn, Han & Lee (2016:2901)
Malaysia	Lack of guest-contact employee's interaction with guests.	Ali, Hussain & Omar (2016:36)

Source: Author's own compilation (2016)



Appendix E: The eight Batho Pele (people first) principles

Principle	Interpretation
1. Regular consultation with customers.	Emphasise regular consultation with customers before service is rendered- enabling them to have a say and make informed decision on the kinds of service they need.
2. Set service standards.	Specifies the level and quality of services rendered which must be contextualised, relevant, customer-focused, realistic, measurable, efficient and easily understood by customers.
3. Ensuring high levels of courtesy.	Emphasise monitoring the behaviour of public officials rendering the service and who must demonstrate acceptable behaviour and an attitude that is of a high standard by public officials.
4. Provide more and better information about services.	Enforces caring and the provision of accurate, up-to-date and easy to understand information to customers in their-won language concerning all aspects of services rendered.
5. Increase openness and transparency about services.	This involves informing the public about how all levels of government are run, their performance level including those in charge, and what resources they utilise as consumers. Review measures to be used include Annual Reports, surveys, opinion polls, debates and discussions including Imbizo (public gatherings).
6. Remedy failures and mistakes.	Emphasise the acceptance of customer complaints (e.g. accessibility, speed, fairness, confidentiality, responsiveness) and failures and finding ways of redressing what went wrong and improving on the promised levels of service standards.
7. Increase access to services.	Involves enabling of infrastructure and addressing remote issues so that all South African citizens have equal access to services irrespective of where they are.
8. Give the best possible value for money.	Includes reductions in expenditure and waste which ensures Government provide cost-effective service delivery and avoid customer dissatisfaction.

Source: Adopted from Batho Pele handbook (2003:17)

Appendix F: Survey questionnaire instrument



JOHANNESBURG BUSINESS SCHOOL: COLLEGE OF BUSINESS AND ECONOMICS

PhD Study: Frontline-Manager's Survey of Organisational Commitment in the Hospitality Sector

An opportunity to help improve the work environment



Queries: The research team.

Thembisile Molose

PhD student – College of Business and Economics
Thembisilemolose@gmail.com or 021 440 5753
University of Johannesburg

Dr. P. Thomas and Prof G. Goldman

Promoter (s) and Co-promoter (s)
thomasp@uj.ac.za/goldmang@uj.ac.za
University of Johannesburg 011 559 4341

COVER LETTER

3 MAY 2018

Dear respondent

I, (PhD) student is undertaking a research project to help improve the work environment by determining factors and reasons why frontline managers commit in their hotels and others not in assisting a hotel maintain its competitive sustainability and ensuring guests leave with unforgettable memorable experiences. For this reason, we kindly **request that you complete** the following questions regarding your views about the preferred work environment, policies and practices, your preferences and attitude towards work. It should take no longer than 30 minutes of your time. Your responses are of utmost important to us.

Explanatory notes:

1. Your participation in this study is completely **voluntary**. Please **do not** provide your name or contact details.
2. All information given in this questionnaire will be kept strictly **confidential** and **anonymous**. Under no circumstances will other employees or your hotel have access to the information provided by you.
3. Your responses will be used in an aggregate form with other responses. At no time will your responses or your name be identified in any reports.

Why fill this questionnaire: Benefit to you and your hotel

Your hotel maintains its competitive sustainability by ensuring guests leave with unforgettable experiences. Similarly, a well-managed and developed that is satisfied add greatly to the success and sustainability of a hotel. Through this first-survey of frontline-managers in the South African hotel accommodation sub-sector, we hope to identify your views about what really counts in achieving a satisfying and enabling hotel work environment and ensuring the future of your profession.

Kindly return your **FULLY** completed questionnaire by putting it in the **enclosed envelop**, close (seal it) and bring it to your manager on or before **30 June 2018**. The completed questionnaire will be collected by a courier service company for the researchers. Summary result of this research project will be used for producing PhD thesis which may appear in the University of Johannesburg library and research articles in research journals and at conferences.

Thank you for investing your time and effort in ensuring the future of your profession.

Please answer the following questions by putting a cross (X) in the relevant block or write down your answer where applicable in the space provided. There is no **right** or **wrong** answer: Please answer **ALL** questions even if you are not completely certain of your response.

EXAMPLE of how to complete this questionnaire:

Your gender?

If you are female:

Male	1
Female	2

SECTION A: BACKGROUND INFORMATION

This section of the questionnaire asks about your background or biographic information. Although we are aware of the sensitivity of the questions in this section, the information will allow us to groups of respondents. Once, again, we assure you that your responses will remain anonymous. Your cooperation is appreciated.

1. Are you a: (front office, food and beverage or housekeeping)

Frontline-supervisor (or coordinator or shift leader)	1
Frontline-assistant manager	2
Frontline-manager	3

2. Your hotel star-grading?

Three-star graded hotel	1
Four-star graded hotel	2
Five-star graded hotel	3

3. Your province of work?

Eastern Cape	1
Free State	2
Gauteng Province	3
Kwazulu Natal Province	4
Limpopo Province	5
Mpumalanga Province	6
Northwest Province	7
Northern Cape Province	8
Western Cape Province	9

4. Gender

Male	1
Female	2

5. Age (in complete years)

30 years and younger	• 1
31 years to 40	• 2
41 years to 50	• 3
51 years to 60	• 4
61 years and older	• 5

6. Ethnicity?

Black	1
White	2
Coloured	3
Indian or Asian	4

7. The department which you currently work?

Housekeeping	1
Front desk/office	2
Restaurant	3
Kitchen	4
Banqueting and conference	5
Other: please specify (_____).	6

8. Your highest educational qualification?

Grade 11 or lower (Std 9 or lower)	1
Grade 12 (Matric, Std 10)	2
Post-Matric Diploma or Certificate	3
Baccalaureate Degree (s)	4
Post-Graduate Degree (s)	5

9. What is your marital status?

Single	1
Married with no children	2
Married with children	3
Divorced	4
Widow/Widower	5
Living together/co-habitant	6

10. Nationality/citizenship?

South African	1
Non-South African	2

11. Length of employment (total number of years) worked in the hotel industry?

Less than a year.	1
1 to 2 years.	2
2 to 5 years.	3
5 to 10 years.	4

10 years to 15 years.	5
15 to 20 years	6
More than 20 years	7

12. How many other hotels have you worked at in the hotel industry before?

None	1
1 to 2	2
3 to 4	3
5 to 6	4
More than 6	5

13. I have worked for this hotel?

Less than a year.	1
1 to 2 years.	2
2 to 5 years.	3
5 to 10 years.	4
10 years to 15 years.	5
15 to 20 years	6
More than 20 years	7



SECTION B: HUMAN RESOURCES MANAGEMENT (HRM) PRACTICES

This section explores your views regarding the HRM policies and practices you believe contribute to your meaningful work at your hotel. Please indicate your answer using the following 5-point scale where

- 1 = Never
- 2 = Rarely
- 3 = Sometimes
- 4 = Often
- 5 = Always

	At this hotel....	Never	Rarely	Sometime	Often	Always
RS	14. Employment tests are always used for recruiting new employees.	1	2	3	4	5
RS	15. Selection of a candidates is strictly based on his/her merit	1	2	3	4	5
RS	16. Potential employees with the right skills are selected fairly without discrimination.	1	2	3	4	5
RS	17. The right person is placed in the right job.	1	2	3	4	5

The next statements are about the different aspects of Human Resources Management Practices (*Training & Development, Compensation or Financial rewards and Retention*). After reading each statement, please indicate your level of agreement or disagreement using the following 5 point scale:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly agree

	At this hotel...	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
TD	18. I receive continued training to provide good service.	1	2	3	4	5

TD	19.	I receive extensive customer service training before they come to contact with customers.	1	2	3	4	5
TD	20.	I am trained to deal with customer complaints.	1	2	3	4	5
TD	21.	I receive training on how to deal with complaining customers.	1	2	3	4	5

Please continue to the next page.....

FR	22.	If I improve the level of service I offer to the customer, I will be rewarded.	1	2	3	4	5
FR	23.	The rewards I get are based on customer evaluation of service.	1	2	3	4	5
FR	24.	I am rewarded for dealing effectively with customer problems.	1	2	3	4	5
FR	25.	I am rewarded for satisfying complaining customers	1	2	3	4	5
ER	26.	I see a future for myself at this hotel.	1	2	3	4	5
ER	27.	My supervisor helps me (during performance reviews) to plan my career.	1	2	3	4	5
ER	28.	If I decide to quit, my supervisor would try to stop me.	1	2	3	4	5
ER	29.	It is very rare for a person to get fired from this hotel without a good reason.	1	2	3	4	5

SECTION C: WORK-TO-FAMILY ROLE CONFLICTS AND PERCEIVED SUPPORT

This section explores your views regarding the extent to which the demands of your work and demands for your family interfere with how you work as well as your perception about supervisor support at your hotel. **Please indicate** your answer using the following 5-point scale where

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly agree

	At this hotel		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
WD	30.	The demands of my work interfere with my family life.	1	2	3	4	5
WD	31.	The amount of time my job takes up makes it difficult to fulfil family roles.	1	2	3	4	5
WD	32.	Things I want to do at home do not get done because of the demands my job puts on me.	1	2	3	4	5
WD	33.	Due to work-related duties, I have to make changes to my plans for family roles.	1	2	3	4	5
FD	34.	The demands of my family members interfere with work-related roles.	1	2	3	4	5
FD	35.	Things I want to do at work do not get done because of the demands of my family roles.	1	2	3	4	5
FD	36.	I have to put off doing things at work because of demands on my time at home.	1	2	3	4	5
FD	37.	My home life interferes with my responsibilities at work (getting to work on time, accomplishing daily tasks, and working overtime).	1	2	3	4	5

The next statements are about your perceptions of the support (Well-being and Care) that you receive from your supervisor. Please indicate your level of agreement or disagreement using the following 5 point scale:

At this hotel...

WB	38.	My supervisor considers my goals and values.	1	2	3	4	5
WB	39.	Help is available from my supervisor when I have a problem.	1	2	3	4	5
C	40.	My supervisor really cares about my well-being.	1	2	3	4	5
C	41.	My supervisor cares about my opinions.	1	2	3	4	5

SECTION D: JOB SATISFACTION

This sections explores different aspects about your job (Communication & Recognition, Teamwork and Resources) on the job. Please indicate how satisfied you are with each of these statements using the following five-point scale where:

1. = Not at all Satisfying
2. = Slightly satisfying
3. = Moderately satisfying
4. = Very Satisfying
5. = Extremely satisfying

	At this hotel...	Not at all Satisfying	Slightly Satisfying	Moderately Satisfying	Very Satisfying	Extremely Satisfying
CR	42. How does the amount of attention for your opinions that you currently receive compare to what you think it should be?	1	2	3	4	5
CR	43. How does the amount attention paid to your suggestions you make compared to what it should be?	1	2	3	4	5
CR	44. How satisfied are you with the way employee complaints are handled currently compare to what you think it should be?	1	2	3	4	5
CR	45. How does the amount the feedback you get about how well you do your job currently compared to what you think it should be?	1	2	3	4	5
CR	46. How does the amount of recognition you get for your work currently compare to what you think it should be?	1	2	3	4	5
TW	47. How satisfied are you with the way your co-workers pitch and help one another compared to what you think it should be?	1	2	3	4	5
TW	48. How does the amount of teamwork between co-workers and other colleagues currently compare to what you think it should be?	1	2	3	4	5
R	49. How does the amount of information you get to do your job currently compare to what you think it should be?	1	2	3	4	5

R	50.	How satisfied are you with the equipment (supplies or tools) you use on the job currently compared to what you think it should be?	1	2	3	4	5
---	-----	--	---	---	---	---	---

SECTION E: ORGANISATIONAL COMMITMENT

This section is about are about your views about levels of commitment to the hotel. After reading each statement, please indicate your level of agreement or disagreement using the following 5 point scale:

			Strongly disagree	Disagree	Neutral	Agree	Strongly agree
AC	51.	This hotel has personal meaning for me.	1	2	3	4	5
AC	52.	I am part of family at this hotel.	1	2	3	4	5
AC	53.	Knowing that my own work had made a contribution to this hotel pleases me.	1	2	3	4	5
AC	54.	I feel as if the problems of this hotel are my own.	1	2	3	4	5

CC	55.	Leaving would require personal sacrifice for me. (Another hotel may not match the overall benefits I have here).	1	2	3	4	5
CC	56.	I worry about what might happen if something was to happen to this hotel.	1	2	3	4	5
CC	57.	It would be very hard for me to leave this hotel, even if I wanted to.	1	2	3	4	5
CC	58.	I feel I have no job options to consider if I was to leave.	1	2	3	4	5

NC	59.	I believe in the value of remaining loyal to one hotel	1	2	3	4	5
NC	60.	Even If I got a better job offer elsewhere, I would not feel it was right to leave my hotel.	1	2	3	4	5
NC	61.	I believe that a person must always be loyal to his or her hotel.	1	2	3	4	5
NC	62.	Things were better in the days when people stayed with one	1	2	3	4	5

		hotel for most of their careers.					
--	--	----------------------------------	--	--	--	--	--



UNIVERSITY
OF
JOHANNESBURG

SECTION F: UBUNTU VALUES

	This section explores your perceptions and experiences regarding the practices of Ubuntu values (Compassion, Survival, Solidarity, respect and dignity and collectivism by your supervisor and co-workers. After reading each statement, please indicate your level of agreement or disagreement using the 5 point scales.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	At this hotel, ...						
CO	63.my manager is usually present (emotionally) to share my pain during difficult times.	1	2	3	4	5
CO	64.my manager is usually available (physically) to suffer with me during difficult times.	1	2	3	4	5
CO	65.my manager encourages me to remain polite even when I disagree with what the guest says.	1	2	3	4	5
CO	66.my manager responds selflessly to free me from suffering when I am under pressure (e.g. manager involvement during busy group guest check-in).	1	2	3	4	5
CO	67. I feel happy when I see my manager notices that I have personal problems that may potentially affect my work performance.	1	2	3	4	5
CO	68.I feel a genuine authenticity/realness /honesty about my manager and this is demonstrated in his/her empathetic interactions with me and guests alike.	1	2	3	4	5

At this hotel...

S	69. I believe each employee should be willing to share (the little) they have with others as a way of brotherly care.	1	2	3	4	5
S	70.it is common practice for employees to sacrifice their time for the good of other team members.	1	2	3	4	5
S	71.	... I feel that sharing my difficulties (grief) with other colleagues makes me strong.	1	2	3	4	5
S	72.	...my manager share his/her burden during hard times (e.g., budget cuts, salary pay cuts, restructuring or change of top management) as part of a team.	1	2	3	4	5

RD	73.	... I feel that my manager treats me with utmost respect and dignity.	1	2	3	4	5
RD	74. my manager greets me whenever he/she sees me.	1	2	3	4	5
RD	75. my manager expects me to respect his/her decisions.	1	2	3	4	5
RD	76. my manager treats each staff member as if he/she was a member of a family.	1	2	3	4	5

At this hotel...

GS	77.I have a genuine backing (support) of my co-workers, such that they are willing to help me when I need it.	1	2	3	4	5
GS	78. I actively contribute to work goals that benefit a wider group particularly, where they are worse-off than me.	1	2	3	4	5
GS	79.I generally do trust my co-workers in matters of lending or extending a helping hand.	1	2	3	4	5
GS	80.I have to be alert or else someone is likely to take advantage of me.	1	2	3	4	5
GS	81.I do helpful things that will benefit me and the colleagues I know.	1	2	3	4	5
GS	82. when something unfortunate happens to me (e.g. loss of family member), my co-workers get together to help me out.	1	2	3	4	5

At this hotel

COL	83. I see myself as part of a diverse work team rather than as individual from a different cultural background or nationality.	1	2	3	4	5
COL	84.I feel that all employees should stick together as a family no matter what sacrifices are required.	1	2	3	4	5
COL	85.	...I feel it is my duty to take care of my co-workers, even if I have to sacrifice what I want.	1	2	3	4	5
COL	86.	... being a valuable team player is very important to me than my personal identity.	1	2	3	4	5
COL	87.	...the wellbeing of my co-workers is important to me.	1	2	3	4	5
COL	88.	...It is important to me that I respect the decisions (e.g. how to serve the customer) made by my co-workers.	1	2	3	4	5

SECTION G: INTERNAL SERVICE AND SERVICE QUALITY PERFORMANCE

This last section explores your perceptions and behaviour towards working with other and providing consistent service. Please indicate your answer using following five-point scale where:

- 6. = Strongly disagree
- 7. = Disagree
- 8. = Neutral
- 9. = Agree
- 10. = Strongly agree

	At this hotel...		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
ISQ	89.	My departmental co-workers go out of the way to help other departments excel in providing a service.	1	2	3	4	5
ISQ	90.	My department is committed providing service to other departments.	1	2	3	4	5
ISQ	91.	Other departments e.g. housekeeping, maintenance, room service) are genuinely committed to first-class service.	1	2	3	4	5
ISQ	92.	Other departments (e.g. housekeeping, maintenance, room service) I liaise with follow through on their commitments towards my department.	1	2	3	4	5

At this hotel....

SP	93.	Considering all the things I do, I handle dissatisfied customers well.	1	2	3	4	5
SP	94.	I do not mind dealing with complaining customers	1	2	3	4	5
SP	95.	No customer I have dealt with leaves with problems unresolved.	1	2	3	4	5
SP	96.	Satisfying complaining customers is a great thing to me.	1	2	3	4	5
SP	97.	Complaining customers I have dealt with in the past are among today's most loyal customers.	1	2	3	4	5

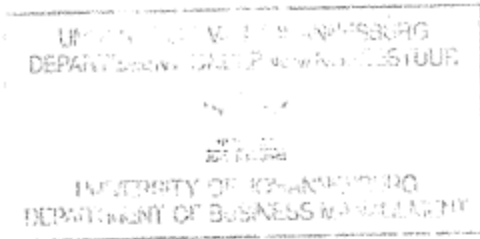
Please comment on any other work related aspect SUCH as supervisor support, HRM practices and Job satisfaction which you believe we may have missed that are important to you.

Thank you for your time and valuable input



UNIVERSITY
OF
JOHANNESBURG

Appendix G: Letter of invitation to participate in the study



**UNIVERSITY
OF
JOHANNESBURG**

PO Box 524
Auckland Park
2006
South Africa
www.uj.ac.za

Divisional HR Director
City Lodge head office
P.O. Box 97
Bryanston, Gate Office Park
Cramerview, Johannesburg, 2060
South Africa

29 JUN 2017

Date: 29 June 2017

Organisational commitment in the hospitality sector: Request for permission to conduct research (PhD Studies)

Dear Mr. Kobilski

I am a PhD student at the University of Johannesburg (UJ), in Johannesburg, South Africa. The research I wish to conduct for my Doctoral thesis involves investigating the value of organisational commitment in the hospitality sector amongst first-line or front-line managers. This research project will be conducted under the supervision of Dr. Peta Thomas and Professor Geoff Goldman of the Department of Business Management at UJ.

I am providing this letter with an outline of my research objectives (below) and a copy of the ethical clearance approved for this research from the University of Johannesburg ethics committee. At all times your company, your hotel names and participant names (employees of the hotels) who help with my field research - will not be mentioned and will be referred to only by generic names e.g. Hotel A of Company X or Respondent 1 of hotel A. It is anticipated that the collected data will be used to produce this PhD thesis which may appear in the University of Johannesburg library and research articles from the thesis published in research journals and at conferences. Upon completion of the study, I undertake to provide your company of hotels with an electronic copy of the full research on request.

I would also be most happy to discuss with your company any further restrictions/ethical issues as to the final research thesis publication appearing in the public domain that you may have. I am hereby seeking your permission to approach a number of your hotels - as selected/ indicated by yourself if you wish - around

29 JUN 2017

South Africa (see, list of hotels I would like to include in my sample in **Annexure A**). Alternatively if you provide me with a covering letter I can approach these hotels on my own.

This research is anticipated to take place between July and September 2017. During this period, I would like to be able to firstly conduct one-on-one interviews with some staff and secondly distribute survey questionnaires to your hotel group's first line or front-line managers. First-line/front-line managers in this PhD study of organisational commitment are defined as those that deal with managing hotel employees who are in daily contact with guests, ensuring that employees deliver a high quality of guest service and are generally to be found in the following departments:

1. Rooms division (front office and housekeeping)
2. Food and beverage department (restaurant, banqueting and conferencing including kitchens)

The research takes place in 2 phases, qualitative (phase 1) followed immediately by quantitative (phase 2):

1) Qualitative interviews commencing July 2017

The first phase of research would involve interviews between myself and 2 participants (one from rooms division and one from food and beverage) that I would like to contact and interview one-on-one for approximately one hour each. The participants from your hotel group I would like to interview would be the front-line managers who oversee the work of guest-contact employees, 1 participant in Cape Town and 1 in Johannesburg. However, should you wish me to interview someone who is more informed of this research holding the position of first-line/ front-line manager –I would like you to recommend who I should contact.

2) Quantitative survey research commencing September 2017

The completion of the quantitative questionnaire survey would take approximately 30 minutes which could be completed over a lunch time/ break period. I am anticipating approaching a minimum of 2 front-line managers from each of the above mentioned departments via their immediate manager/ HR. I would need **108** responses from this quantitative online-survey in your hotel group. The total responses required is based on the number of hotels I would like to sample (Annexure A) representing the following cities/provinces:

1. Johannesburg and Pretoria: total of 44 respondents (4 respondents per hotel).
2. Cape Town: total of 24 respondents (8 respondents per hotel).
3. Port Elizabeth: total of 16 respondents (8 respondents per hotel).
4. Durban and Umhlanga: total of 16 respondents (8 respondents per hotel).
5. Bloemfontein: total of 8 respondents (2 respondents per department).

The survey will be distributed in two ways. For the online-survey monkey, the researcher will provide:

- a. An internet link emailed to the human resources (HR) managers at each selected hotel for distribution to the selected sample. I would also call or meet with the HR managers to explain the purpose of this research;
- b. Printed hard copies of survey questionnaires with enclosed envelopes will be made available for respondents that may have limited access to the internet or emails through the HR managers. Upon completion, the respondents would be requested to deposit the survey questionnaire in the enclosed

envelope, seal it before giving it to the hotel's HR department. Once all sealed questionnaires are brought back to the HR department, the researcher will arrange courier service to collect all completed questionnaires at various hotels.

Should you have any queries, please do not hesitate to contact me or my mentors Dr. Thomas and Professor G. Goldman using the contact details provided below.

Thank you for investing your time in one of the rare initiative South African studies on the hospitality accommodation sector.

Yours sincerely

29 JUN 2017

Thembisile Molose

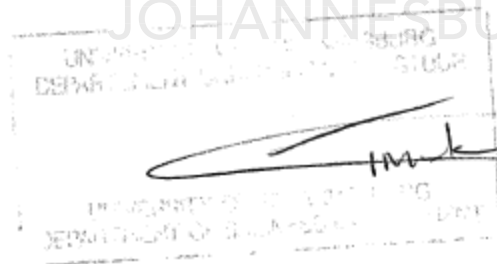
PhD student – Business Management
University of Johannesburg
thembisilemolose@gmail.com
073 9277 172

Dr. P. Thomas and Prof G. Goldman

Promoter and Co-promoter
Department of Business Management
University of Johannesburg
Email: pthomas@uj.ac.za/ggoldman@uj.ac.za
Tel: 011 559-4341

PhD Research objectives

- To determine which factors most predict employee organisational commitment in the hospitality sector, and in South Africa specifically;
- To establish the current state of first-line managers' organisational commitment in the South African hospitality sector;
- Explore the extent to which Ubuntu values moderate the relationship between first-line manager's organisational commitment and service quality.



Appendix H: Access letter and consent form



UNIVERSITY
OF
JOHANNESBURG

PO Box 524
Auckland Park
2006
South Africa
www.uj.ac.za

[Name of participant removed]
Banqueting Manager

Waterfront
8001
Date: May 2017

Access letter requesting permission to conduct interviews

Dear Mr. [name removed]

I am a registered PhD student in the department of business management at the University of Johannesburg under the supervision of Prof. G Goldman and Dr. Peta Thomas. The proposed topic of my research is **Organisational commitment in the hospitality sector**. The objectives of the study are:

- a) To determine which factors most predict employee organisational commitment in the hospitality sector, and in South Africa specifically;
- b) To establish the current state of first-line managers' organisational commitment in the South African hospitality sector;
- c) Explore the extent to which "**Ubuntu values**" moderate the relationship between first-line manager's organisational commitment and service quality

I am hereby seeking your consent to participate in my study. To assist you in reaching your decision, I have attached to this letter:

- a) A copy of ethical clearance letter issued by the University of Johannesburg
- b) A copy of the research instrument which I intend using in my research

Participation in this study is voluntary. It would involve an interview of approximately [45 to 60 minutes] in length to place in a mutually agreed upon location and time. You may decline to answer any of the interview questions if you so wish. Further, you may decide to withdraw from this study at any time without any negative consequences by advising the researcher. With your permission, the interview will be tape

recorded to facilitate collection of information, and later transcribe the analysis. Shortly, after the interview has been completed, I will send you a copy of the transcript to give you an opportunity to confirm the accuracy of our conversation and to add or clarify any points that you wish. All information you provide is considered completely confidential.

Your name will not appear in any thesis or report resulting from this study, however, with your permission anonymous quotations may be used. Only researchers associated with this research project will have access to the collected data. If you have any questions regarding this study, or would like additional information to assist you in reaching a decision about participation, please contact me at [insert contact details]. You can also contact my promoters [see below].

I would like to assure you that this study has been reviewed and received ethical clearance through the research ethics committee at UJ. However, the final decision about participation is yours.

Thank you for investing your time in one of the rare initiative South African studies. I very much look forward to speaking with you and thank you in advance for your assistance in this research.

Yours sincerely

Thembisile Molose

PhD student – Business Management
University of Johannesburg
thembisilemolose@gmail.com
073 9277 172

Dr. P. Thomas and Prof G. Goldman

Promoter and Co-promoter
Department of Business Management
University of Johannesburg
Email: pthomas@uj.ac.za/ggoldman@uj.ac.za
Tel: 011 559-4341



UNIVERSITY
OF
JOHANNESBURG



UNIVERSITY
OF
JOHANNESBURG

PO Box 524
Auckland Park
2006
South Africa
www.uj.ac.za

CONSENT FORM

I have read the information contained in the invitation letter about a study being conducted by (Thembisile Molose) of the department of (Business Management) at UJ. I have had the opportunity to ask any question related to this study, to receive satisfactory answers to my questions, and any details I wanted. I am aware that I have the option of allowing my interview to be tape recorded to ensure an accurate recording of my responses.

I am also aware that excerpts from the interview may be included in the thesis and/publications to come from this research, with the understanding that the quotations will be anonymous. I was informed that I can withdraw my consent at any time without penalty by advising the researchers. This research project has been reviewed by, and received ethics clearance through the research ethics committee at the UJ. I was informed that if I have any comments or concerns resulting from my participation in this study, I may contact the chairperson of the ethics committee at the university.

With full knowledge of all foregoing I agree, of my own free will, to participate in this study

Yes ☐

No ☐

I agree to have my interview tape recorded.

Yes ☐

No ☐

I agree to the use of anonymous quotations in any thesis or publication that comes of this research.

Yes ☐

No ☐

Participant name: Mr. [Name removed].

Participant signature: _____ Date: _____

Consent received by: Researcher's signature _____ Date: _____

Appendix I: Example of interview schedule



CONFIDENTIAL INTERVIEW GUIDE

PO Box 524
Auckland Park
2006
South Africa

Thesis title: Organisational commitment in the hospitality sector

INTERVIEW SCHEDULE NUMBER: _____

Date and Time: _____

Place: _____

Venue: _____

Interviewee's name: _____

Work environment and position: _____

The research team:

Thembisile Molose

PhD student – Business Management

University of Johannesburg

Dr. P. Thomas and Prof G. Goldman

Promoter (s) and Co-promoter (s)

Department of Business Management

University of Johannesburg

Guidelines to the interviewer:

Opening the interview:

Interviewer to introduce self

My topic is organisational commitment (OC) in the hospitality sector. In this interview, I would like to ask your views about service quality and OC generally and get to know what you think about the principles of Ubuntu as African wisdom and management philosophy, its translation and mindset into organisational management and benefits thereof. The major goal in this interview is to gain a better understanding of the moderating role of Ubuntu and OC on service quality/excellence among first-line managers in the South African tourist hotel accommodation sub-sector.

You were selected for this interview discussion because

- Your willingness to participate in this study is **completely voluntary** and your responses are **strictly confidential and anonymous** (At all times your name will not be mentioned and will be referred to only by generic names e.g. Participant 1).
- The interview is expected to last for approximately 45 to 60 minutes.
- You may opt out at any time in this research.
- Under no circumstances will other employees at your hotel have access to this information.
- The data recorded will be used for producing PhD thesis which may appear in the University of Johannesburg library and research articles from the thesis published in research journals and at conferences.
- By participating in this research you are agreeing to have your responses used **only** for this research.

Guidelines to be explained to participants

- Address the interviewee with title (e.g. Messrs.) or as explained by the participant.
- The role of the researchers will be limited to guiding the discussion and allow interviewee to do most of the talk
- The interviewer to ensure a quiet place is used in order to avoid noise or an disturbances

Closing the interview:

- Ask the participants if they have any questions.
- Final question: Anything else that you would like to tell me that we did not cover?
- Thank participants for attending the interview

1. What do you understand about the concept of employee OC?

2. Thinking about employee OC, what motivation and reward systems do you perceive as contributing to high levels of employee OC in your workplace?

Probing:

2a. what, in your experience at your workplace, has led to **HIGH** levels of employees' OC?

2b. what, in your experience at your workplace, has led to **LOW** levels of employees' OC?

3. Thinking about the institution you work at, what is your view about the degree of other manager's (hotel front-line managers') Job Satisfaction? – Why do you say that...

4. How do you think other managers at your workplace perceive the support they receive from management?

5. What is your view about your organisational support towards managers' personal growth?

6. How do you think other managers at your workplace perceive the support they receive towards family responsibility?

--

7. Would you say managers perceive your organisation's human resource management (HRM) practices relating to selection and recruitment as fair? Explain.

8. What is your view regarding other managers at your hotel having equal access to relevant training and development?
Why do you say so?

9. Comment about your perception of HRM practices associated with fair distribution of motivational-reward systems at your workplace? Explain.

--

10. What is your view on other managers' perception of HRM practices relating to fairness of employees' retention at your workplace? **Probe:** - Explain why you think so.

--

11. Name any positive factors you regard as best motivators for individual managers that could contribute to raising high levels of OC in your hotel.

12. Name any factors you regard as de-motivating (negative) for individual managers that could contribute to lower employee OC in your hotel.

13. What, in your understanding, is the major challenge for management of front-line employees at your workplace? Why?

--

Exploring Ubuntu Values in management

14. Have you heard about the concept of Ubuntu?

.....
14a. **Probing:** what is your opinion about “Ubuntu”?

--

15. In what you have just said, what would be the positive elements (4) of Ubuntu in a community would be if any?

16. And what would be the negative elements or **factors** (4) of Ubuntu in a community would be if any?

Probing:

16a. what in your mind could these negative elements of Ubuntu create as a problem? (in other words-what is not Ubuntu).....

.....
.....

17. How did you come to understand and integrate Ubuntu in what you do in your life?

--

18. Thinking of the positive elements of Ubuntu, how would a foreigner/stranger be shown Ubuntu at your workplace?

20. How would you suggest Ubuntu-based management be expressed/implemented primarily in a service business context like your workplace?

21. In terms of your work team, have you experienced Ubuntu?

22. In your opinion, what would you think is the best way to create a good work team?

23. Thinking of your own work environment and work experiences, provide some practical examples of how you have sacrificed to help others?

24. How would you expect your manager to see him/herself as part of a work team?

25. Give examples of how – you as a team member have shown solidarity towards others in achieving a difficult goal.

26. In what ways do your managers demonstrate being a meaningful part of the work community (e.g. all frontline managers in your department)? Why do you say that? _____.

27. Give one example that showcase each member in your work team is treated with utmost respect and dignity.

28. What suggestions do you have for a manager promoting Ubuntu values without portraying Black Africans as exclusively different to other ethnic groups?

29. Share and elaborate on some unwanted actions (acts) of an Ubuntu-based manager you have experienced at your work place

30. Mention 2 most recent acts you have experienced in your workplace that made you believe decisions based on work group consensus are most important.

Probing:

30a. what in your opinion should have been done?

31. What critical actions in your opinion would make teams in your work environment stay focused and work under difficult situations?

32. What things do you believe in your-day-to-day work activities make reliance (shared will) on each other become the most needed amongst your work team? (Survival)

33. Imagine you were manager, how would you encourage your team members to welcome strangers at your workplace through practicing “Ubuntu” values?

34. Provide one example whereby you reach out and helped a colleague in the workplace without expecting anything in return. How did you feel about that, what happened? _____.

35. In your opinion, what would be the likely impacts (both negative and positive) of Ubuntu values in your workplace?

Negative impacts:

Positive impacts:

36. If you were a manager at your workplace, how you motivate your team of employees to be **highly** committed at work?

37. Do you have any suggestions to share for implementation by Ubuntu value-based management at a service business such as yours?

38. Is there anything you think we have missed, that you would like to add?

Thank you for your time and valuable input



Appendix J: Delphi consensus feedback results



UNIVERSITY
OF
JOHANNESBURG

Johannesburg Business School, College of Business and Economics
PO Box 524
Auckland Park, 2006
South Africa

Round 3: Assessment of Ubuntu item measures

February 2018

Dear respondent

Feedback of round 2 results (Consensus feedback)

The following are possible adverse effect of the practices of Ubuntu collective values in general and within the organisation. The tick (✓) indicates the rating you selected to indicate the extent to which you agreed or disagreed with each statement in response to the previous questionnaire.

The statements representing Ubuntu practices and their effect in organisations

Disagree 1 2 3 4 5 Agree

Percentage of others

For this final round, we would be grateful if you would read through the questionnaire and consider whether, in light of other's assessments, you would keep or alter your previous response. Please indicate the extent to which you agree or disagree with each statement by circling the appropriate number (1 = total disagreement and 5 = total agreement); if your choice remains unchanged please circle the same number you selected on the previous questionnaire.

Please continue to the next page and make your assessments of the extent to which you believe each of these limited 26 statements that includes the COLLECTIVISM dimension in the questionnaire (attached) represents practices of Ubuntu.

Ubuntu dimensions and statements assumed to represent its practices in the workplace

COMPASSION (Statements)		Your assessment of statements Score from (totally disagree 1 – totally agree = 5)				
At this hotel, ...		1 2 3 4 5				
1.my manager is usually present (emotionally connected) to share my pain during difficult times.	1	2	(3)	4	5
2.my manager is usually available (physically) to suffer with me during difficult times.	1	2	(3)	4	5
3.my manager encourages me to remain polite even when I disagree with what the guest says.	1	2	3	(4)	5
4.my manager responds selflessly to free me from suffering when I am under pressure (e.g. manager involvement during busy group guest check-in).	1	2	(3)	4	5
5. I feel happy when I see my manager notices that I have personal problems that may potentially affect my work performance.	1	2	3	(4)	5
6.I feel a genuine authenticity/realness/honesty about my manager and this is demonstrated in his/her empathetic interactions with me and guests alike.	1	2	3	(4)	5

SURVIVAL (Statements)		Your assessment of statements Score from (1=totally disagree and 5= totally agree)				
At this organisation...		1 2 3 4 5				
7. I believe each employee should be willing to share (the little) they have with others as a way of brotherly care.	1	2	3	(4)	5
8.it is common practice for employees to sacrifice their time for the good of other team members.	1	2	3	(4)	5
9.	... I feel that sharing my difficulties (grief) with other colleagues makes me strong.	1	2	(3)	4	5
10.	...my manager share his/her burden during hard times (e.g., budget cuts, salary pay cuts, restructuring or change of top management) as part of a team.	1	(2)	3	4	5

RESPECT AND DIGNITY (Statements)		Your assessment of statements Score from (1=totally disagree and 5= totally agree)				
At this organisation....		1 2 3 4 5				
11.	... I feel that my manager treat me with utmost respect and dignity.	1	2	3	4	5
12. my managers greet me whenever he/she sees me.	1	2	3	4	5
13. my manager expects me to respect his/her decisions without asking questions.	1	2	3	4	5
14. my manager treats each staff member as if he/she was a member of a family with love.	1	2	3	4	5

GROUP SOLIDARITY (coherence within the organisation) Statements.		Your assessment of statements Score from (1=totally disagree and 5= totally agree)				
At this organisation.....		1 2 3 4 5				
15.I have a genuine backing (support) of my co-workers, such that they are willing to help me when I need it.	1	2	3	4	5
16. I actively contribute to work goals that benefit a wider group particularly, where they are worse-off than me.	1	2	3	4	5
17.I generally do trust my co-workers in matters of lending or extending a helping hand.	1	2	3	4	5
18.I have to be alert or else someone is likely to take advantage of me.	1	2	3	4	5
19.I do helpful things that will benefit me and the colleagues I know.	1	2	3	4	5
20. when something unfortunate happens to me (e.g. loss of family member), my co-workers get together to help me out.	1	2	3	4	5

COLLECTIVISM (new dimension)		Your assessment of statements Score from (1=totally disagree and 5= totally agree)				
At this organisation....		1	2	3	4	5
21. I see myself as part of a diverse workteam rather than as individual from a different cultural background or nationality.	1	2	3	(4)	5
22.I feel that all employees should stick together as a family no matter what sacrifices are required.	1	2	3	(4)	5
23.	...I feel it is my duty to take care of my co-workers, even if I have to sacrifice what I want.	1	2	3	(4)	5
24.	... being a valuable team player is very important to me than my personal identity.	1	2	3	(4)	5
25.	...the wellbeing of my co-workers is important to me.	1	2	3	(4)	5
26.	...It is important to me that I respect the decisions (e.g. how to serve the customer) made by my co-workers.	1	2	3	(4)	5

Appendix K: Example of email correspondence with Delphi participants

From: Thembisile Molose
Sent: 22 November 2017 10:45 AM
To: (Names removed)
Subject: Greetings and `Update on Delphi study from Thembisile

May I please request a few minutes of your precious time to look at the measuring statements aiming to test compassion, solidarity, survival and dignity and respect as the foundation of Ubuntu concept and assist providing your comments, criticism based on what you think should be asked or not in assessing the practices of Ubuntu among frontline staff?

I would appreciate your short feedback on the attached questionnaire (only Ubuntu section) and based on the fourfold model of Ubuntu.

I will greatly appreciate it if you could assist in this matter.

Thanking you in advance for your kind assistance
God bless

Warm regards
Thembisile Molose

From: Thembisile Molose [<mailto:MoloseT@cput.ac.za>]
Sent: Monday, 19 February 2018 3:48 PM
To: (Name removed)
Subject: RE: COMPLEMENTS-Request for Input (Delphi Feedback) on Ubuntu item measures

Dear Dr. (Name removed)

I would like to ask you to assist for a few minutes in this final round of the Delphi feedback based on your input and inclusion of COLLECTIVISM.

This will take you a few minutes as I require just your rating for each statement from totally disagree 1 – to totally agree = 5. Can we get this on Wednesday?

Thank you Dr.
Regards
Thembisile

Fri 2018/01/19 14:01
Request for Input (Delphi Feedback) on Ubuntu item measures
To: Thembisile Molose
My small touches on the review.

Regards

Prof (Name Removed) (PhD)
HOD Internal Auditing & FIS - School of Accounting Sciences

From: Thembisile Molose [<mailto:MoloseT@cput.ac.za>]
Sent: Thursday, 18 January 2018 12:14 PM
To: Names removed
Subject: COMPLEMENTS

Dear (Name removed)

Complements of the New Year. I trust that you are well and started the New Year well with your family. Well, whilst I know that you still on holiday with our family, I would like to present your input to my research last year November and present you with the summary of your input and group consensus feedback as well. Herewith, I have attached the two documents.

Upon reviewing the two documents, I would like to request your last input on Annexure B, and complete rate on a scale of 1-4 (agree-disagree) the same statements including the input from the group feedback which may take about 10-15 minutes of your time.

Thank you so much for your interest and valuable input from this important area of research.

Best Regards

Thembisile Molose

From: (Name Removed)
To: Thembisile Molose
Subject: RE: COMPLEMENTS

Morning,

Kindly find attached.

Thank you.

Thu 2017/11/23 10:51
RE: Greetings and `Update from Thembisile
To: Thembisile Molose

Dear Thembisile

Thank you for giving me the opportunity to read this, it touched me and I feel a real affinity towards this topic. Once we have trust in the inherent love, goodness and kindness that we are at our core, this can only go out to everyone else to feel and in turn enrich our planet. I feel excited that we are wanting to make a difference.

Attached are my comments. I made no corrections to the fourfold model of Ubuntu.

Best

(Name Removed)

Mon 2017/11/20 14:57
Ubuntu Items for Delphi Feedback - Nov 2017
To: Thembisile Molose



Good Day Sir

Please see my comments below which I hope I have done justice in explaining. I find the instrument to be addressing most of the relevant issues and a well balanced.

Kind Regards,
(Name removed)

Mon 2017/11/20 11:24
RE: Greetings and `Update from Thembisile
To: Thembisile Molose

Good Day Thembisile

I trust you are well.

Attached find my response, apologies for the delay.

May I ask you a favour, kindly forward me an application for next year. I would like to view the cost to consider my daughter to do the programme.

Should you require further assistance please do not hesitate to contact me.

"PLEASE NOTE: As per the amended immigration Act, all GUESTS will be required to provide proof of identification (photo identity document / passport) upon check in."

Kind Regards
(Name removed)
Front Office Manager

UNIVERSITY
OF
JOHANNESBURG

Appendix L: Summary of EFA

OC dimensions

Organisational commitment (scale items)	Rotated Factor Loadings	
	Factor 1 Affective commitment	Factor 2 Normative commitment
This hotel has personal meaning for me.	0.708	
I am part of family at this hotel.	0.683	
I feel as if the problems of this hotel are my own.	0.526	
Knowing that my own work had made a contribution to this hotel pleases me.	0.460	
Even If I got a better job offer elsewhere, I would not feel it was right to leave my hotel.		0.751
I believe in the value of remaining loyal to one hotel		0.673
I believe that a person must always be loyal to his or her hotel.		0.659
Things were better in the days when people stayed with one hotel for most of their careers		0.606

Determinants of frontline-managers' OC

Factor analysis of HRM practices

HRM scale items	Rotated factor loadings		
	Factor 1 Recognition for good work performance	Factor 2 Training & Development	Factor 3 Recruitment & Selection
I am rewarded for dealing effectively with customer problems.	0.915		
I am rewarded for satisfying complaining customers	0.876		

If I improve the level of service I offer to the customer, I will be rewarded.	0.809		
The rewards I get are based on customer evaluation of service.	0.767		
I receive training on how to deal with complaining customers.		-0.901	
I am trained to deal with customer complaints.		-0.880	
I receive extensive customer service training before they come to contact with customers.		-0.759	
I receive continued training to provide good service.		-0.598	
Potential employees with the right skills are selected fairly without discrimination.			0.757
The right person is placed in the right job.			0.753
Selection of a candidates is strictly based on his/her merit			0.655

Factor analysis for work-to-family conflicts

WFC scale items	Rotated Factor Loadings	
	Factor 1 Work-interference with family	Factor 2 Family-interference with work
The amount of time my job takes up makes it difficult to fulfil family roles.	0.870	
Things I want to do at home do not get done because of the demands my job puts on me.	0.822	
The demands of my work interfere with my family life.	0.759	
Due to work-related duties, I have to make changes to my plans for family roles.	0.694	
I have to put off doings thing at work because of demands on my time at home.		0.622

Things I want to do at work do not get done because of the demands of my family roles.		0.525
My home life interferes with my responsibilities at work (getting to work on time, accomplishing daily tasks, and working overtime).		0.437

Reason for exclusion: WFC items

Item	Reason for exclusion
The demands of my family members interfere with work-related roles.	Low-shared variance

Factor analysis for the perceived supervisor support (PSS)

PSS scale items	Rotated Factor Loading
	Factor 1 Supervisor-employee supportive atmosphere
My supervisor cares about my opinions.	0.883
My supervisor really cares about my well-being.	0.877
My supervisor considers my goals and values.	0.831
Help is available from my supervisor when I have a problem.	0.825

Factor analysis of frontline-managers' job satisfaction

JS scale items	Rotated Factor Loadings	
	Factor 1 Communication and recognition	Factor 2 Teamwork
How does the amount of recognition you get for your work currently compare to what you think it should be?	0.806	
How does the amount attention paid to your suggestions you make compared to what it should be?	0.788	
How does the amount the feedback you get about how well you do your job currently compared to what you think it should be?	0.785	
How satisfied are you with the way employee complaints are handled currently compare to what you think it should be?	0.747	
How does the amount of attention for your opinions that you currently receive compare to what you think it should be?	0.713	

How satisfied are you with the way your co-workers pitch and help one another compared to what you think it should be?		0.580
How does the amount of teamwork between co-workers and other colleagues currently compare to what you think it should be?		0.610

Factor analysis of frontline-managers' Ubuntu values

Ubuntu values-scale items	Rotated Factor Structure			
	Factor 1 Collectivism	Factor 2 Compassion	Factor 3 Survival	Factor 4 Respect & dignity
I feel a genuine authenticity/realness /honesty about my manager and this is demonstrated in his/her empathetic interactions with me and guests alike.	0.688			
My manager is usually available (physically) to suffer with me during difficult times.	0.667			
My manager is usually present (emotionally) to share my pain during difficult times.	0.662			
My manager responds selflessly to free me from suffering when I am under pressure (e.g. manager involvement during busy group guest check-in).	0.655			
I feel happy when I see my manager notices that I have personal problems that may	0.636			

potentially affect my work performance.				
My manager encourages me to remain polite even when I disagree with what the guest says.	0.488			
The wellbeing of my co-workers is important to me.		0.665		
I see myself as part of a diverse work team rather than as individual from a different cultural background or nationality.		0.657		
I feel it is my duty to take care of my co-workers, even if I have to sacrifice what I want.		0.627		
I feel that all employees should stick together as a family no matter what sacrifices are required.		0.607		
It is important to me that I respect the decisions (e.g. how to serve the customer) made by my co-workers.		0.607		
Being a valuable team player is very important to me than my personal identity.		0.548		
I feel that sharing my difficulties (grief) with other colleagues makes me strong.			0.462	

It is common practice for employees to sacrifice their time for the good of other team members.			0.405	
I believe each employee should be willing to share (the little) they have with others as a way of brotherly care.			0.397	
My manager greets me whenever he/she sees me.				0.442
My manager expects me to respect his/her decisions.				0.349

Factor analysis of frontline-managers' internal service quality

Internal service and service quality performance-scale items	Rotated Factor Loadings	
	Factor 1 Service quality performance	Factor 2 Work team cooperation and value of servicing departments
Complaining customers I have dealt with in the past are among today's most loyal customers.	0.797	
I do not mind dealing with complaining customers	0.762	
Considering all the things I do, I handle dissatisfied customers well.	0.732	
No customer I have dealt with leaves with problems unresolved.	0.710	
Satisfying complaining customers is a great thing to me.	0.691	

Other departments (e.g. housekeeping, maintenance, room service) I liaise with follow through on their commitments towards my department.		0.689
Other departments e.g. housekeeping, maintenance, room service) are genuinely committed to first-class service.		0.584



Appendix M: Summary of interview transcriptions loaded onto Atlas ti

(Identifiers: I=Interviewee, M1 = Male, F1, Female, U1, University, H1, Hotel)

Question 1: Participants opinion of ubuntu

I-M1-U1

Date: 02- August 2017

Gender: Male

Age: 40-45

Designation: Chef Instructor

Province: Western Cape-Cape Town

Ubuntu – is **togetherness**. In Ubuntu – we just need to **respect each other** no matter what **colour** you are. Show some **respect** to others.

I-F1-U1

Date: 02- August 2017

Gender: Female

Age: 26-29

Designation: Instructor - Food & Beverage

Province: Western Cape-Cape Town

To me Ubuntu – relates to **working together – rainbow nation** to me reflects Ubuntu. Different as we are – Ubuntu should **bring us together**.

I-M2-U1

Date: 14 August 2017

Gender: Male

Age: 46-49

Designation: Junior instructor-food & beverage

Province: Western Cape-Cape Town

Without history – is trying to balance the past because we come from apartheid system – Ubuntu **recognises all** kinds of **people**. “**Do to others** what you **expect them** to do **to you**”. It is about **working together** as human beings rather **than black** and **white**.

I-F1-H1

Date: 15-August-2017

Gender: Female

Age: 46-49

Designation: Executive Housekeeper

Province: Mpumalanga

Ubuntu – is like – I can't explain it. I have heard about Ubuntu. It is **togetherness**.

I-F2-H1

Date: 15-August-2017

Gender: Female

Age: 26-29

Designation: Assistant Food & Beverage manager

Province: Mpumalanga

It's about the **well-being** – about **yourself** (identify), the way you handle situations.

I-M1-U2

Date: 16-August-2017

Gender: Male

Age: 46-49

Designation: Professional cookery lecturer

Province: Gauteng

Ubuntu is a very **big thing** – it summarises many things about you as an **individual**, it talks about your **culture**, how you **respect** other people. “It is a **very** powerful **tool**”. If you look at cultures, they are well behaving.

I-M2-U2

Date: 16-August-2017

Gender: Male

Age: 36-39

Designation: Food & beverage manager

Province: Gauteng

There are **great things written** down and read about **Ubuntu**. Somehow – for me, they tend to be a weak point for a manager – not saying because of the guiding principles of Ubuntu, but how managers go about the **understanding the work team**. “As much as you may be a strong believer of Ubuntu – when you become **firm** may be **perceived** as someone who is **not sincere and** can be **judged** when you have to be firm as **not having Ubuntu**”. It is how you **apply Ubuntu** – application has a lot to do with **personality as a person** – therefore in that sense **Ubuntu** can be seen in a negative light.

I-F1-H2

Date: 16-August-2017

Gender: Female

Age: 36-39

Designation: Hotel assistant manager

Province: Gauteng

It's just the way you were brought – **being there** for your **fellows**, the same way you were brought up. Help people because you **need help from** them. It's something and the **way we live** – cannot see somebody wanting something and not help out. Ubuntu “is something that I am **human** before I become a **manager**”. It is inhuman for me not to help someone.

I-F2-H2

Date: 17-August-2017

Gender: Female

Age: 26-29

Designation: Front office supervisor/co-ordinator

Province: Gauteng

Spirit of **togetherness, kindness** and **treating everyone** the same. It is the **concept** that works.

I-M1-U3

Date: 18-August-2017

Gender: Male

Age: 36-39

Designation: Service Management Lecturer

Province: Eastern Cape

For our **industry** Ubuntu is “a very important **concept** because – **individually** we **achieve less** but **together** we can achieve **more**”. Once you use this concept and see **the value**, you will **respect** the other person. Once there is **respect** and **communication** between two people, **moving** forward is much **quicker**.

I-F1-U3

Date: 18-August-2017

Gender: Female

Age: 26-29

Designation: Hotel General Manager

Province: Eastern Cape

Ubuntu – for me it seems like a **concept** that is seemingly **fading away**. The **way** in which we **treat each other** in nowadays we do not focus on social structures – “Ubuntu stand for ‘Umuntu –ngumuntu ngabantu’ but people are focusing on their **own development** and **enrichment**”. I think that **Ubuntu** is a **very**

important social value – I so wish it can be put into law so that people can learnt how to **treat others**. If you think about **violence** and all things happening, people **don't value others**.

I-F1-U4

Date: 25-August -2017

Gender: Female

Age: 46-49

Designation: Food & beverage service lecturer

Province: Mpumalanga

Ubuntu is an **African concept** of **treating** an individual as a **human being** and with **dignity** irrespective of **race, gender or age**.

I-F2-U4

Date: 25 August 2017

Gender: Female

Age: 26-29

Designation: Professional cookery lecturer

Province: Mpumalanga

Ubuntu is showing **humanity towards others** and by treating one another with **respect**.

I-M1-U4

Date: 25 August 2017

Gender: Male

Age: 36-39

Designation: Senior Lecturer: Food and Beverage Management

Province: Mpumalanga

It is **humanity** towards others.

I-F1-H3

Date: 11- September-2017

Gender: Female

Age: 36-39

Designation: Assistant executive housekeeper

Province: Western Cape

Ubuntu is “umuntu-ngumuntu-ngabantu”. In my country (Malawi) we say **togetherness** – we can **succeed** if we stick **together**.

I-M1-H3

Date: 13-September-2017

Gender: Male

Age: 36-39

Designation: Front office manager

Province: Western Cape

I would say at our workplace – it's one of our three corporate principles – **respect and dignity**. **Failure to respect others** and guests as well would end-up **leading** to a **discipline**. These principles **help a lot** - There is a challenge of guest as well - when it comes to the guest and knowing the values of the company – these values calm you down because they teach you to **respect yourself** and respecting **others**.

I-M2-H3

Date: 16-October-2017

Gender: Male

Age: 50-55

Designation: Banqueting manager

Province: Western Cape

You know Ubuntu – my understanding – you **cannot** just look after **yourself** and don't look after people and **community**. “When people say ‘**Uno-buntu**’ means you are **there for them** and assisting”. You can

just **talk to people** – it is not just about giving. There are **rapes** in nowadays, **drugs** as well but Ubuntu you would look and **assist people** going through those **problems**. Your **child** is my child and **my child** is your child.

I-F1-H4

Date: 13-September-2017

Gender: Female

Age: 36-39

Designation: Guest profiling manager

Province: Western Cape

Ubuntu is most important, it does **not matter** what **background** you come from. We need to accommodate and **respect** each other.

I-M1-H4

Date: 15- September-2017

Gender: Male

Age: 30-35

Designation: Assistant Food & Beverage Manager

Province: Western Cape

It helps a lot to someone who did not know Ubuntu more. As people we can **work together** – you **respect** each other. We come to work and collaborate and **unite** and not to **disrespect** each other.

I-F1-H5

Date: 19-September-2017

Gender: Female

Age: 40-45

Designation: Supervisor-food & beverage

Province: Eastern Cape

Ubuntu is to **help other** people. “Us as Xhosa people, we grew up with people and when we don’t have something we ask from the **neighbours - we share** what we have”. But it is rare in nowadays as people not even **knowing** their **neighbours**, but Ubuntu is important – no one **can sleep without food** when they have neighbours. **Nowadays** – its **difficulty** to give people. But this does **not mean Ubuntu** must be **stopped**. Here at my workplace we also have a programme called “**Ubuntu babantu**” – so we **give** charities to **struggling** people.

I-M1-H5

Date: 20-September-2017

Gender: Male

Age: 40-45

Designation: Supervisor-food & beverage

Province: Eastern Cape

My opinion is..., Ubuntu is **being one** – how you as a person – want to be **treated**, do you **love** other people? Ubuntu is about being a **person** through **other people**. At **lot of things** can **no longer be solved** in simple ways like **Ubuntu**. “It’s very **rare** to **see a manager paying attention to staff** and **understand** what is happening to people and sitting down with them even if they see them crying, they would **rather shout** at a person/staff –a situation that can be changed to a better one is rather **left unattended**”. There is **not paying attention** to detail. “Here it **feels** we are in **different** places - **managers** must always **be aware** of what is happening”. **One** of our **principles** is **anticipation** and **preparation**.

I-F1-H6

Date: 27-September-2017

Gender: Female

Age: 60-65

Designation: Executive housekeeper

Province: KwaZulu-Natal

Ubuntu – all people I am working with are Africans- I have learnt so much about them, their **life style**. **Culturally**, they are **hard working**. They now call **me their mother**. I still don't believe why they are not earning enough money. They are totally on a **very low paying level** and they do a **lot of work**.

I-M1-H6

Date: 27-September-2017

Gender: Male

Age: 40-45

Designation: Supervisor-food & beverage

Province: KwaZulu-Natal

As we work in the industry/hotel – we deal with staff. Ubuntu is being **humane**, being **compassionate**. Make sure that you **share together** the pains.

I-F1-H7

Date: 28-September-2017

Gender: Female

Age: 26-29

Designation: Front office supervisor/co-ordinator

Province: KwaZulu-Natal

I think it's when you have ... It's really when you **care about other** people- you think about **other people**. You think about the implications of **what you say** to people and how it will sit with them.

I-M1-H7

Date: 28-September-2017

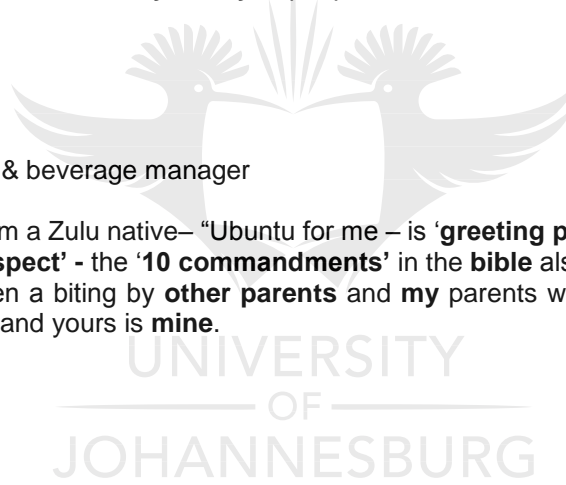
Gender: Male

Age: 40-45

Designation: Assistant food & beverage manager

Province: KwaZulu-Natal

I am sorry to say this but I am a Zulu native– “Ubuntu for me – is ‘**greeting people**’ when you see them as the first thing, it is about ‘**respect**’ - the ‘**10 commandments**’ in the **bible** also say ‘**respect**’ your mother”. “When I grew up I was given a biting by **other parents** and **my** parents would **support** that”. I grew up knowing-**my child** is **yours** and yours is **mine**.



Question 2: Positive elements (values/dimensions) of Ubuntu concept

I-M1-U1

Date: 02- August 2017

Gender: Male

Age: 40-45

Designation: Chef Instructor

Province: Western Cape-Cape Town

In Ubuntu, you cannot be alone in a **community - Working together**. Always work as a team, **respect** each other. Commitment also comes in there. I cannot say this but not following what I am saying.

I-F1-U1

Date: 02- August 2017

Gender: Female

Age: 26-29

Designation: Instructor - Food & Beverage

Province: Western Cape-Cape Town

Create **one culture**, promotes **teamwork**. With Ubuntu – it is about the foundation of what people do. If you **value Ubuntu** you won't go wrong.

I-M2-U1

Date: 14 August 2017

Gender: Male

Age: 46-49

Designation: Junior instructor-food & beverage

Province: Western Cape-Cape Town

How we together as people can work to achieve more

Recognising the diversity of people and all of them treated equal

It's about humanity and equity

I-F1-H1

Date: 15-August-2017

Gender: Female

Age: 46-49

Designation: Executive Housekeeper

Province: Mpumalanga

To **help someone** – Ubuntu is Ukunikela (to give) **sacrifice without expecting** something in return - is Ubuntu.

I-F2-H1

Date: 15-August-2017

Gender: Female

Age: 26-29

Designation: Assistant Food & Beverage manager

Province: Mpumalanga

Ubuntu **help us** staff and guest – because if a staff member has Ubuntu – with a difficult guest giving us hard time – if one has Ubuntu, they would **calm down** that person, because that person becomes **humble** through Ubuntu.

I-M1-U2

Date: 16-August-2017

Gender: Male

Age: 46-49

Designation: Professional cookery lecturer

Province: Gauteng

Respect – not the person but also you as an individual - so you can **respect other person**

Understanding – **understanding** other people and because with your frustration, other people have frustrations too. Values – when you **value people** think about how you value yourself. “Being **humble** – always and be great even if you have a lot of money be **humble**”.

I-M2-U2

Date: 16-August-2017

Gender: Male

Age: 36-39

Designation: Food & beverage manager

Province: Gauteng

As a manager or a leader – allow an opportunity to **get to know the other person** and be **tolerant** to other person - be able to **open to others**. Sense of interest – when speaking with people – we **can achieve more** if you show **interest** in other people. **Share ideas** and opinions. **Respect** – create that environment – that will make you earn respect from others.

I-F1-H2

Date: 16-August-2017

Gender: Female

Age: 36-39

Designation: Hotel assistant manager

Province: Gauteng

The thing is - you **don't know** when you will **need Ubuntu** from someone. **Putting yourself in somebody's shoes** - like this one day, I saw a lady driving a car and was **struggling** to drive over a steep road – Taxi drivers coming behind were making it even worse. I was driving ahead of her and stopped on the side and went back to **help** her and drove the car over the steep road. I did this because if it was me, I would have **wanted someone** to do the same **for me**. These are the kinds of things I would do. It was very **emotional for me**, because the more the pressure you getting from outside. That is **where Ubuntu comes in**. “Someone else that I know recently got a job and wanted a place to stay in North West, and at the time my parents were staying together alone as I and my siblings were at the university – I requested my parents to **accommodate my friend**. Again, it's the way you **were raised up**. All the **sacrifices** that were imposed on you as you were growing up as an **African** you will **put them up** when you are **older** and **working**”. “In the workplace it is still the same by making life bearing for people – be there for people and just try to be there for people”.

I-F2-H2

Date: 17-August-2017

Gender: Female

Age: 26-29

Designation: Front office supervisor/co-ordinator

Province: Gauteng

Ubuntu sees beyond skin colour – it unites everyone – we all see each other as human.

I-M1-U3

Date: 18-August-2017

Gender: Male

Age: 36-39

Designation: Service Management Lecturer

Province: Eastern Cape

Ubuntu promotes healthy relationships - helping each other and growing together.

I-F1-U3

Date: 18-August-2017

Gender: Female

Age: 26-29

Designation: Hotel General Manager

Province: Eastern Cape

The fact that **people** are **treated with respect – humanity** even in churches, there seems to be various structures where **reach people** sit in the front. Someone once said, a **poor man** has **no voice**. Those values are important – **equal treatment** of Ubuntu. “In the village – you **cannot pass** a person **without greeting** - no one went hungry in the community and when the first church was established, they **shared** what they have - people **cared** for each other and I think we **lost** those values”.

I-F1-U4

Date: 25-August -2017

Gender: Female

Age: 46-49

Designation: Food & beverage service lecturer

Province: Mpumalanga

Empathy, Respect and Dignity

I-F2-U4

Date: 25 August 2017

Gender: Female

Age: 26-29

Designation: Professional cookery lecturer

Province: Mpumalanga

Respect

Integrity

Good workmanship

Good morals

I-M1-U4

Date: 25 August 2017

Gender: Male

Age: 36-39

Designation: Senior Lecturer: Food and Beverage Management

Province: Mpumalanga

Compassion

Respect

Dignity

Honesty

Integrity



I-F1-H3

Date: 11- September-2017

Gender: Female

Age: 36-39

Designation: Assistant executive housekeeper

Province: Western Cape

Respect without looking at **gender** and **background** of people

I-M1-H3

Date: 13-September-2017

Gender: Male

Age: 36-39

Designation: Front office manager

Province: Western Cape

Respect and dignity. These values calm you down because they **teach** you to **respect yourself** and respecting **others**.

I-M2-H3

Date: 16-October-2017

Gender: Male

Age: 50-55

Designation: Banqueting manager

Province: Western Cape

You grow up an old man – you don't attend **community** surroundings – you need to **feel** about the **people** and what is happening. You have to worry and feeling about the people in a community.

I-F1-H4

Date: 13-September-2017

Gender: Female

Age: 36-39

Designation: Guest profiling manager

Province: Western Cape

Getting to know others' **cultures**.

Compassion...

Respect each **other's** **cultures**

Solidarity

I-M1-H4

Date: 15- September-2017

Gender: Male

Age: 30-35

Designation: Assistant Food & Beverage Manager

Province: Western Cape

Commitment and understanding **each other**.

I-F1-H5

Date: 19-September-2017

Gender: Female

Age: 40-45

Designation: Supervisor-food & beverage

Province: Eastern Cape

It is not necessarily **giving physical** items but **show Ubuntu** with **helping** and caring. You can also give physical things if you can – but you can just show Ubuntu by just **greeting** a person **even if you do not know** a person. **Morale support** also can be done by words.

I-M1-H5

Date: 20-September-2017

Gender: Male

Age: 40-45

Designation: Supervisor-food & beverage

Province: Eastern Cape

Ubuntu is about being a **person through other people**. Ubuntu **helps** to ensure people are **not living in hell**. "Practically, Ubuntu is taken as a **cultural thing** but everyone has Ubuntu no matter what **background**, therefore you can say it depends on the person".

I-F1-H6

Date: 27-September-2017

Gender: Female

Age: 60-65

Designation: Executive housekeeper

Province: KwaZulu-Natal

If you do not **treat** people with **dignity** and with **respect** you will not get much out of them.

I do a lot of **team building** (trainee dash) with staff where I spend 5 minutes and ask them how they are doing and how are their children? This **upliftment** creates a lot of positivity and they will **always come to work**. Very few staff you will find that they are not coming to work. **My boss** does **not like** going to the **teams** to see how people are **doing**.

I-M1-H6

Date: 27-September-2017

Gender: Male

Age: 40-45

Designation: Supervisor-food & beverage

Province: KwaZulu-Natal

Re-enforce teamwork – and **service** will **improve** – less absenteeism.

I-F1-H7

Date: 28-September-2017

Gender: Female

Age: 26-29

Designation: Front office supervisor/co-ordinator

Province: KwaZulu-Natal

Someone-**thinking** about me, **compassion**, “say at home I left my washing at home and **people help me** take my clothes inside. Or here at work someone I **forgot** to put money **away** and my colleagues **takes it** and **lock it away** and say I forgot to lock-away the money”. There is also **help** that is **generally** because in **hospitality** we have to **help each other** anyway. I use to **see at church** when mothers know someone who is **struggling** and then would **contribute money** and **help that person** without the struggling person asking. At **work** – we **help each other** generally. For example, one day a guest was lost and drunk and we helped the guest by asking some questions. One of our **colleagues took and drove the guest** to one of our **sister hotels** and I took the guest to a private location as everyone was looking at him.

I-M1-H7

Date: 28-September-2017

Gender: Male

Age: 40-45

Designation: Assistant food & beverage manager

Province: KwaZulu-Natal

Respect – it’s about to **respect yourself** and others-people will say **this person has Ubuntu** (humanity). I often **help people** with transport fare showing my compassionate and sometimes I want to say I do not have but I can’t.

Question 3: Negative elements (values/dimensions) of Ubuntu concept

I-M1-U1

Date: 02- August 2017

Gender: Male

Age: 40-45

Designation: Chef Instructor

Province: Western Cape-Cape Town

When **crushing** other **people down** and **not showing respect** or don't want to listen and just want to do your own things.

I-F1-U1

Date: 02- August 2017

Gender: Female

Age: 26-29

Designation: Instructor - Food & Beverage

Province: Western Cape-Cape Town

There comes a time when you "in a **community** that **don't believe in Ubuntu** – it might lead to be **taken advantage of**". It is more of working together as a unity. The negative is when you come across people who don't value it. It will demotivate you if you believe in it.

I-M2-U1

Date: 14 August 2017

Gender: Male

Age: 46-49

Designation: Junior instructor-food & beverage

Province: Western Cape-Cape Town

Lack of understanding of what Ubuntu is – lack of knowledge I **can't see anything negative** about Ubuntu.

I-F1-H1

Date: 15-August-2017

Gender: Female

Age: 46-49

Designation: Executive Housekeeper

Province: Mpumalanga

Unequal treatment - for example – there are people who are (Mpunga) helping others on the basis of colour and not others.

I-F2-H1

Date: 15-August-2017

Gender: Female

Age: 26-29

Designation: Assistant Food & Beverage manager

Province: Mpumalanga

"There is **nothing negative** about Ubuntu, - **people** choose to **not practice** Ubuntu."

I-M1-U2

Date: 16-August-2017

Gender: Male

Age: 46-49

Designation: Professional cookery lecturer

Province: Gauteng

Judgemental when looking at people – making them feels small.

Being arrogant – **Disrespecting** other **people's cultures** and talking bad **about people's religion**. Think about people because they don't judge your religion. "People should not **comment** about what other people eat as part of their culture".

I-M2-U2

Date: 16-August-2017

Gender: Male

Age: 36-39

Designation: Food & beverage manager

Province: Gauteng

It is when that **consensus platform** is **not reached**. This means some people do **not respect** the opinions of **others**. One of us may be **ignoring** and miss an opportunity to hear others. "**Not understanding** others, people **not buying** to Ubuntu seeing **Ubuntu practice** as **weak**".

I-F1-H2

Date: 16-August-2017

Gender: Female

Age: 36-39

Designation: Hotel assistant manager

Province: Gauteng

Making **life difficult** for **lower level people**. Another thing is someone can easily change based on how other people treat them. "I have been in a position where I had to change to something I am not and had to change work place because of other people who wanted to bring me down". People may **take advantage** of Ubuntu.

I-F2-H2

Date: 17-August-2017

Gender: Female

Age: 26-29

Designation: Front office supervisor/co-ordinator

Province: Gauteng

When there is **discrimination** and **violence** - is not Ubuntu.

I-M1-U3

Date: 18-August-2017

Gender: Male

Age: 36-39

Designation: Service Management Lecturer

Province: Eastern Cape

Segregation by **virtue** of **sex** or **colour** and **discrimination**

I-F1-U3

Date: 18-August-2017

Gender: Female

Age: 26-29

Designation: Hotel General Manager

Province: Eastern Cape

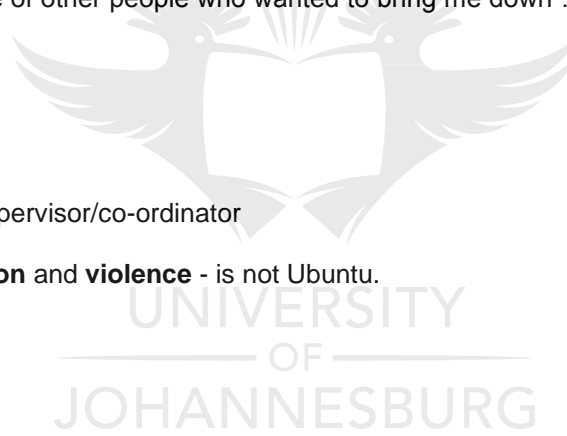
In the villages – you cannot **pass a person** without **greeting**. These would create problems for example, "**distrust** – gone are the days if you going away you can live your key with your neighbours". You don't ask your neighbours anymore. "There is also distrust in the workplace – where people feel they are not valued, they steal, and you find cameras all the way".

I-F1-U4

Date: 25-August -2017

Gender: Female

Age: 46-49



Designation: Food & beverage service lecturer

Province: Mpumalanga

Not respecting other people's **values** or **culture**. Negative **comments** on a person's **conduct** such as **dining etiquette**, dress code, and **view** yours as above/better.

I-F2-U4

Date: 25 August 2017

Gender: Female

Age: 26-29

Designation: Professional cookery lecturer

Province: Mpumalanga

Disrespect

I-M1-U4

Date: 25 August 2017

Gender: Male

Age: 36-39

Designation: Senior Lecturer: Food and Beverage Management

Province: Mpumalanga

Hatred

Animosity

Disrespect

I-F1-H3

Date: 11- September-2017

Gender: Female

Age: 36-39

Designation: Assistant executive housekeeper

Province: Western Cape

Selfishness – you can't work with other people. "Work together there would **be nothing** much **negative** about Ubuntu".

I-M1-H3

Date: 13-September-2017

Gender: Male

Age: 36-39

Designation: Front office manager

Province: Western Cape

Not respecting others -if you don't have a respect for yourself or **manager's failure** when they employed you. Have staff inductions but the company cannot teach you it comes from you as a person. You see people show true colours when they are employed. But panel helps scrutinize the right people.

I-M2-H3

Date: 16-October-2017

Gender: Male

Age: 50-55

Designation: Banqueting manager

Province: Western Cape

Not much about negative – **some people** have **Ubuntu** but others do **not have Ubuntu**. While trying to **assist using Ubuntu** you can also be in **trouble** as things have **changed** in our society.

I-F1-H4

Date: 13-September-2017

Gender: Female

Age: 36-39

Designation: Guest profiling manager



Province: Western Cape

Not **respecting others' culture** – undermining other people's culture. This includes **looking down** at your colleague and **disrespecting** them. Also racism and Unfair labour practice is not Ubuntu.

I-M1-H4

Date: 15- September-2017

Gender: Male

Age: 30-35

Designation: Assistant Food & Beverage Manager

Province: Western Cape

Undermining other people and seeing yourself as a better person than others. People that see themselves as **individuals** and **clever than** others.

I-F3-H5

Date: 19-September-2017

Gender: Female

Age: 40-45

Designation: Supervisor-food & beverage

Province: Eastern Cape

"Nothing negative about Ubuntu" – when you have Ubuntu will take advantage. That is all.

I-M1-H5

Date: 20-September-2017

Gender: Male

Age: 40-45

Designation: Supervisor-food & beverage

Province: Eastern Cape

Sometimes, Ubuntu can create **tensions**. Ubuntu is an act – sometimes it becomes, culturally or racially because an African person is expected to act warmly, nicely. For e.g. "when our boss wife is sick African people will go and visit in hospitality but when a black person – something like this happen – the other races do not show that compassion". So in this case, "Ubuntu is only applicable to certain people".

I-F1-H6

Date: 27-September-2017

Gender: Female

Age: 60-65

Designation: Executive housekeeper

Province: KwaZulu-Natal

Stigma-because they are **Black believing** they will never climb the ladder because the still think of the **old system** especially in SA.

I-M1-H6

Date: 27-September-2017

Gender: Male

Age: 40-45

Designation: Supervisor- food & beverage

Province: KwaZulu-Natal

Abuse and **taking advantage** of Ubuntu

I-F1-H7

Date: 28-September-2017

Gender: Female

Age: 26-29

Designation: Front office supervisor/co-ordinator

Province: KwaZulu-Natal

Being **stingy**, “**selfishness** it’s **not ‘Ubuntu** and thinking about yourself-seeing yourself as an **individual** and not seeing yourself as part of a group”. **Can’t really** think of something else **about what could be negative** about **Ubuntu**. “People **taking advantage** of you thinking that with your Ubuntu-you are a **soft person** – and that is how people are”.

I-M1-H7

Date: 28-September-2017

Gender: Male

Age: 40-45

Designation: Assistant food & beverage manager

Province: KwaZulu-Natal

Undermining other people is **not Ubuntu**. It’s about respecting any person whether a cleaner or security. Having Ubuntu sometimes – makes people to take advantage of you practising Ubuntu.

Question 4: How do you expect your manager to see him/herself as part of a team

I-M1-U1

Date: 02- August 2017

Gender: Male

Age: 40-45

Designation: Chef Instructor

Province: Western Cape-Cape Town

A: Managers need to be more involved with staff. They need to be at work first and the last to leave. You won’t see managers on the floor during service encounters, they always busy with meetings. They disappear during service and, if there are complains, they are the first one to ask what happened. I was working double shifts when I was acting as executive chef and I sacrificed a lot of time and not seeing my family.

I-F1-U1

Date: 02- August 2017

Gender: Female

Age: 26-29

Designation: Instructor - Food & Beverage

Province: Western Cape-Cape Town

A: If you are a manager – you manage subordinate because you need the staff. If a manager has to see themselves as a team – they need to work with the employees. If you are a manager working with people and you call a staff member due to shortages – it is easy for people to come and assist. As a manager your success depends on the people that work for you.

I-M2-U1

Date: 14 August 2017

Gender: Male

Age: 46-49

Designation: Junior instructor-food & beverage

Province: Western Cape-Cape Town

I expect my manager to be a team player. The manager must be able to do what I can do, that is doing something he expects me to do.

I-F1-H1

Date: 15-August-2017

Gender: Female

Age: 46-49

Designation: Executive Housekeeper

Province: Mpumalanga

I expect my manager to be close to the staff. This helps getting to know people you work with.

I-F2-H1

Date: 15-August-2017

Gender: Female

Age: 26-29

Designation: Assistant Food & Beverage manager

Province: Mpumalanga

By playing a part and being there for us as junior managers. Have an open door policy. It's not about going there to gossip but to know what is happening in the evenings during service and getting our views on how to improve the service.

I-M1-U2

Date: 16-August-2017

Gender: Male

Age: 46-49

Designation: Professional cookery lecturer

Province: Gauteng

Working environment – I was very arrogant when I was a young manager. As times go, I realise that people were not just doing a good job because they were committed but they were scared of me. So I expect a manager to respect what people are doing even if they are doing a menial job and they will respect him/her back.

I-M2-U2

Date: 16-August-2017

Gender: Male

Age: 36-39

Designation: Food & beverage manager

Province: Gauteng

It is important to demonstrate the values and behaviours that you expect of the team. This can also apply to technical aspects – I am not saying do work for the team – but chip-in (get involved) there now and then. This means never ask people to do things that you cannot do it yourself. Respect comes that way especially if you take a knock with your team and not only the credit.

I-F1-H2

Date: 16-August-2017

Gender: Female

Age: 36-39

Designation: Hotel assistant manager

Province: Gauteng

You are already a team leader – I can't see a manager not see him/herself as part of a work-team. During checking time – I would assist front office staff by cutting a key or making copies – the more I do that, the less guest - complaints.

I-F2-H2

Date: 17-August-2017

Gender: Female

Age: 26-29

Designation: Front office supervisor/co-ordinator

Province: Gauteng

By not just delegating – but getting involved as well in some of our duties or employees

I-M1-U3

Date: 18-August-2017

Gender: Male

Age: 36-39

Designation: Service Management Lecturer

Province: Eastern Cape

For me is by not being a separate entity to the team and what the team tries to achieve. Managers tend to create a space that they are managers and distance them from the team. This can be done by sharing his/her key role in this team. What also needs to be understood is what managers do for the team and what they know about staff are doing – we will be much integrated and more effective as teams and achieve more together. Management should communicate effectively.

I-F1-U3

Date: 18-August-2017

Gender: Female

Age: 26-29

Designation: Hotel General Manager

Province: Eastern Cape

I think they must understand that they have a role to play – if they are absent it means they are not playing a role.

I-F1-U4

Date: 25-August -2017

Gender: Female

Age: 46-49

Designation: Food & beverage service lecturer

Province: Mpumalanga

Allow the team to attend to their cultural activities without deducting money from their salary but making arrangement for the time to be worked back or some arrangement that will benefit both

I-F2-U4

Date: 25 August 2017

Gender: Female

Age: 26-29

Designation: Professional cookery lecturer

Province: Mpumalanga

The manger should support and encourage their staff – to keep the motivated at all times

I-M1-U4

Date: 25 August 2017

Gender: Male

Age: 36-39

Designation: Senior Lecturer: Food and Beverage Management

Province: Mpumalanga

No answer/not applicable

I-F1-H3

Date: 11- September-2017

Gender: Female

Age: 36-39

Designation: Assistant executive housekeeper

Province: Western Cape

So housekeeping is the key. The problem of linen, par levels are not enough and this put a lot of strain on employees. For example rooms are not always ready because there is no linen. If I was manager I would look at the couple of things – workload and linen because this put a lot of pressure and time consuming to me as junior manager.

I-M1-H3

Date: 13-September-2017

Gender: Male

Age: 36-39

Designation: Front office manager

Province: Western Cape

Team building especially in housekeeping. They get looked down at any hotel and they work the hardest. Anything that goes wrong it is put on them. I would motivate them through quarterly team building including employee of the month and their names can be personalised to guest voice. So they can be motivated. Promote them within the hotel/department. They need see their jobs as a career.

I-M2-H3

Date: 16-October-2017

Gender: Male

Age: 50-55

Designation: Banqueting manager

Province: Western Cape

You see- they need to be involved knowing what our department do. Understand what is happening and know how people serving guests do make teas and coffees.

I-F1-H4

Date: 13-September-2017

Gender: Female

Age: 36-39

Designation: Guest profiling manager

Province: Western Cape

Knowing your team better and you will know what they want and expect. They will be willing to perform their duties and they will be highly committed even though you can't satisfy everyone but trying your best by showing you appreciate them not only because you pay them. Ubuntu fits in there where you show love and care, compassion and solidarity.

I-M1-H4

Date: 15- September-2017

Gender: Male

Age: 30-35

Designation: Assistant Food & Beverage Manager

Province: Western Cape

For me, I would allow my team to come to my door – and listen to them especially for their development. I will go all to help my staff to see that they are committed. This is based on what is lacking on my part at the moment.

I-F3-H5

Date: 19-September-2017

Gender: Female

Age: 40-45

Designation: Supervisor-food & beverage

Province: Eastern Cape

To work with everyone to know their attitude and so identify their weaknesses and strength. Be honest with people and open up to them. Don't shout people. People must respect and not fear you. Also, a manager must not be too soft either.

I-M1-H5

Date: 20-September-2017

Gender: Male

Age: 40-45

Designation: Supervisor-food & beverage

Province: Eastern Cape
No Answer at this stage.

I-F1-H6

Date: 27-September-2017

Gender: Female

Age: 60-65

Designation: Executive housekeeper

Province: KwaZulu-Natal

You have to get down to the level of employees. I have gone down to the very basics and clean rooms with the team especially when they are under pressure. I think that is why I have won most of the staff's trust in this hotel. I will always take the blame if there is a problem in the room. I am also very anti-written warnings – I rather talk to the staff- I am still very respected by my team. Such that there are floors and bedrooms that I do not have to check-because of the trust I have built to my team and they know my expectations.

I-M1-H6

Date: 27-September-2017

Gender: Male

Age: 40-45

Designation: Supervisor- food & beverage

Province: KwaZulu-Natal

I expect my manager to say that with the company strategy every member must live those mission and vision and get the team to be highly motivated. Provide more incentives, team building.

I-F1-H7

Date: 28-September-2017

Gender: Female

Age: 26-29

Designation: Front office supervisor/co-ordinator

Province: KwaZulu-Natal

To have meetings with them ask what they want, need – sit down with the staff and people don't know what people want.

I-M1-H7

Date: 28-September-2017

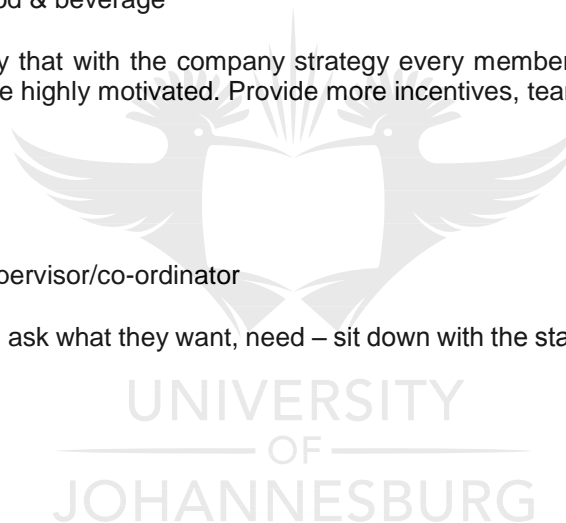
Gender: Male

Age: 40-45

Designation: Assistant food & beverage manager

Province: KwaZulu-Natal

No, so far we have spoken a lot.



Question 5: Likely Impact of Ubuntu (Negative and Positive) in the workplace

I-M1-U1

Date: 02- August 2017

Gender: Male

Age: 40-45

Designation: Chef Instructor

Province: Western Cape-Cape Town

A: Positive – when you give credit to staff – give feedback whether good or bad, don't hide it. People will know where they are lacking. If I know what I am doing at my workplace – it's a sign that I will respect my manager. If I know that things will be 100% that is where I will respect a leader.

A: Negative – when you always discourage staff –and as manager you are not always happy with what they do. Not sharing what you expect from staff.

I-F1-U1

Date: 02- August 2017

Gender: Female

Age: 26-29

Designation: Instructor - Food & Beverage

Province: Western Cape-Cape Town

A: Positive – Lovely working environment. Achieving work goals may be a priority.

A: Negative – I do not see anything that may be negative in practicing Ubuntu.

I-M2-U1

Date: 14 August 2017

Gender: Male

Age: 46-49

Designation: Junior instructor-food & beverage

Province: Western Cape-Cape Town

A: Positive-In Ubuntu, working together we can achieve more.

A: Negative-I don't see anything negative about Ubuntu

I-F1-H1

Date: 15-August-2017

Gender: Female

Age: 46-49

Designation: Executive Housekeeper

Province: Mpumalanga

A: Positive – In my workplace, ok...., my colleagues used to call me Nurse Busi because I can see if a staff member is sick or not alright and I can sit down with a staff in a right way. Most of them come to me.

I-F2-H1

Date: 15-August-2017

Gender: Female

Age: 26-29

Designation: Assistant Food & Beverage manager

Province: Mpumalanga

I like this about Ubuntu, but the hospitality industry – is lacking Ubuntu. The industry only focusses on getting money. It does not know how people are feeling, even managers themselves need to know different cultures, know Ubuntu and need to be trained. Managers sit in the office and regular guests sometimes feel at home because of the junior staff. At this hotel, we recognise the guest by their name when they come back. Managers should not only focus on getting the guests in and get their money. We need to make guest feel comfortable. Our managers need to come out and greet our guests. They should not sit in the office and should move around and interact with guests and staff.

I-M1-U2

Date: 16-August-2017

Gender: Male

Age: 46-49

Designation: Professional cookery lecturer

Province: Gauteng

A: I think if Ubuntu is practiced we can have a lot of Mandela's. Even if a person around you notices Ubuntu in you, they will do anything and be prepared to die for you.

A: Negative - Ubuntu is one of the most important concepts that have been ignored in the hospitality industry.

I-M2-U2

Date: 16-August-2017

Gender: Male

Age: 36-39

Designation: Food & beverage manager

Province: Gauteng

A: Positive- I think for me – just the view around Ubuntu– it is quite important for managers to be aware as much as it about achieving goals of the organisation. Ensure you have healthy teams and necessary skills to take the organisation to the level it is required to be. The topic is important, but it starts with the leader how he/she communicate with the team which drives commitment. It is ok to have challenges – this would alleviate me and forced me to apply my mind as a manager.

A: Negative – nothing much negative but opportunities to benefit from it may be missed.

I-F1-H2

Date: 16-August-2017

Gender: Female

Age: 36-39

Designation: Hotel assistant manager

Province: Gauteng

A: Positive – Once there is Ubuntu – there will be a good team. I will not struggle to get someone to work a shift for me if I am sick. It is about the way you treat people, you reap what you sow. More often is about who asked the favour. Somebody was sick and someone else covered the shift.

A: Negative – I do not see anything negative about Ubuntu. Another thing is someone can easily change based on how other people treat them. I have been in a position where I had to change to something I am not and had to change work place because of other people who want to bring you down. So, people may take advantage of Ubuntu.

I-F2-H2

Date: 17-August-2017

Gender: Female

Age: 26-29

Designation: Front office supervisor/co-ordinator

Province: Gauteng

A: Positive – create a warmer environment because everyone respects each other. There is no discrimination – everyone is working together.

A: Negative – chaos and unmanageable environment as people may not want to respect promotion of Ubuntu in the workplace.

I-M1-U3

Date: 18-August-2017

Gender: Male

Age: 36-39

Designation: Service Management Lecturer

Province: Eastern Cape

A: Positive – less group dynamics, less staff turnover, more commitment and healthy work environment leading to the achievement of work goals.

A: Negative– people can be abused if the organisation focuses on Ubuntu principles especially if not used effectively/smart. People may perpetuate wrong things and hence there is a need for balance because there are company goals that need to be achieve also.

I-F1-U3

Date: 18-August-2017

Gender: Female

Age: 26-29

Designation: Hotel General Manager

Province: Eastern Cape

A: Positive – would be element of trust. Equality in terms of the development of people and by treating everybody the same.

A: Negative – I don't know if there are negative connotations about Ubuntu, I don't think if Ubuntu is implemented there will be a negative impact.

I-F1-U4

Date: 25-August -2017

Gender: Female

Age: 46-49

Designation: Food & beverage service lecturer

Province: Mpumalanga

A: Positive –allows greeting employees in the language/way of doing things (traditions) and allowing employees to express themselves in their language where possible. In a South African context, Afro-centric is relevant. We wish to portray and do things the African way. When tourists come they are looking for something unique, therefore, we need not rob (under-deliver) to the tourist of our culture. This includes décor, ambiance, food and beverage, dress-code as all these should have an African flair in them.

A: Negative – no answer

I-F2-U4

Date: 25 August 2017

Gender: Female

Age: 26-29

Designation: Professional cookery lecturer

Province: Mpumalanga

A: Positive-Respect. Integrity, Good workmanship and good morals

A: Negative-Disrespect

I-M1-U4

Date: 25 August 2017

Gender: Male

Age: 36-39

Designation: Senior Lecturer: Food and Beverage Management

Province: Mpumalanga

A: Positive - it would increase service quality, reduce staff turnover and improve guest experiences and hotel occupancies there-of.

A: Negative – no answer

I-F1-H3

Date: 11- September-2017

Gender: Female

Age: 36-39

Designation: Assistant executive housekeeper

Province: Western Cape

A: Positive: prosperity of the company if Ubuntu is there because together we can do it

A: Negative: The standards will go down – no guests and no jobs.

I-M1-H3

Date: 13-September-2017

Gender: Male

Age: 36-39

Designation: Front office manager

Province: Western Cape

A: Positive – the hotel provides staff with plate of food for lunch, breakfast and dinner when things are not good at home. It provides fitness and well-ness for staff. Some people are not being able to go to the training/gym because of money but care is part of the hotel programme to give back to staff.

A: Negative – if not appreciate staff and guests, this could turn negative because guest bring up revenue and you cannot pay salaries. Business can go down the drain and everyone could lose their jobs. If you had bad time at home, you need to live the baggage at the gate when entering the workplace and treat guests-well as staff so you can be paid at the end of the month.

I-M2-H3

Date: 16-October-2017

Gender: Male

Age: 50-55

Designation: Banqueting manager

Province: Western Cape

A: Positive – we try to create Ubuntu in the workplace – where staff work together and help each other without fighting. Don't just throw staff with work and do the opposite of what they are doing

A: Negative – nothing negative except what I said earlier that people may end up taking advantage and causing people not want to show Ubuntu

I-F1-H4

Date: 13-September-2017

Gender: Female

Age: 36-39

Designation: Guest profiling manager

Province: Western Cape

A: Positive – There is a lot: Good work environment, dedication from staff, commitment, loyalty and good service. Isn't that enough?

A: Negative – There should be no negative things about Ubuntu

I-M1-H4

Date: 15- September-2017

Gender: Male

Age: 30-35

Designation: Assistant Food & Beverage Manager

Province: Western Cape

A: Positive – if we are here for money and what diplomas or degree we have and not realising we came here to serve people but at the end of the day, we need to serve people and love what we are doing- that is where Ubuntu comes in. We work long hours, we show passion, and if we love money we won't survive. The guests need to feel comfortable and called by names to personalise the service.

A: Negative – treating people differently, and unfairly. The staff members need to feel that they are seen as same.

I-F3-H5

Date: 19-September-2017

Gender: Female

Age: 40-45

Designation: Supervisor-food & beverage

Province: Eastern Cape

A: Positive – Ubuntu will help because when we show Ubuntu, guests feel welcomed. When the boardwalk was opened nearby, they wanted staff that work here at this hotel. Guests who booked at boardwalk (the new hotel) also still prefer us because of the good service. Our manager has Ubuntu that is over. He is too soft and understanding.

A: Negative –We have a white manager here who grew up in the farm but cannot speak/understand indigenous people – he cannot speak with people/staff but I know he grew up being abused maybe that is why he does not want to listen to staff. Sometimes we have guests who speak Xhosa and they show Ubuntu. People here take advantage of our manager (the hotel manager) who is soft and do not speak to this manager because he is mean and does not want to listen to staff.

I-M1-H5

Date: 20-September-2017

Gender: Male

Age: 40-45

Designation: Supervisor-food & beverage

Province: Eastern Cape

A: Positive-Ubuntu helps us show our care and sympathy by not bothering a guest who is tired from the airport. As an employee – you need to anticipate, you can shorten the check-in process by showing Ubuntu and request the guest to complete the other information in their room and collect in the morning.

A: Negative -The guest will never forget treatment when Ubuntu is shown but we are always forced by the rules and policies of the hotel and not able to apply Ubuntu.

I-F1-H6

Date: 27-September-2017

Gender: Female

Age: 60-65

Designation: Executive housekeeper

Province: KwaZulu-Natal

A: Positive: everybody does need to have the same....respect for the cleaners...service excellence would actually – improve. Service ratings at the moment is not good because we sitting at 80+%. There are some staff members who work under managers who are not happy and this spill over to staff and the service. Some departmental staff come to me in housekeeping and asks for help. Ubuntu is a caring factor – greeting people and asking how they are. If everybody was on top of their game, our service could improve. My manager – will not be able to do this.

Negative: Nothing

I-M1-H6

Date: 27-September-2017

Gender: Male

Age: 40-45

Designation: Supervisor- food & beverage

Province: KwaZulu-Natal

A: Positive – Team work, motivation and service may increase, less absenteeism and people will be happy.

A: Negative – when people take advantage and abuse Ubuntu in a manner that affects service. We once had a staff party in my previous hotel – staff were supposed to work shift but all got drunk and could not work and I ended up working alone doing bar work and cleaning in the kitchen. So the hotel gave staff an opportunity for people to socialise but people took advantage.

I-F1-H7

Date: 28-September-2017

Gender: Female

Age: 26-29

Designation: Front office supervisor/co-ordinator

Province: KwaZulu-Natal

A: Positive – recommend our hotel for good service – staff very helpful. Positive word of mouth
- Guests would be happy-seeing people helping each other.

- Thinking for each other as teams

A: Negative – I don't think there is something negative

I-M1-H7

Date: 28-September-2017

Gender: Male

Age: 40-45

Designation: Assistant food & beverage manager

Province: KwaZulu-Natal

A: Positive - this will motivate staff. Also employee of the month- people commit and will do better. The more the guests are happy, the more our senior manager will think about us.

A: Negative-Undermining others is not representing Ubuntu. Not respecting others, whether a cleaner or security. Having Ubuntu sometimes – makes people to take advantage of you.



Appendix N: Results of Delphi study round 1 (average scores)

Delphi Feedback Round 1 (Evaluation of Ubuntu dimensional-measures)								
	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5	Participant 6	Participant 7	Participants 8
Mean scores								
1. Compassion: at this hotel, my manager								
is not busy to talk with me when I need him/her	4	3	4	2	4	2	3	5
is usually present (physical & emotional) to share my pain even during difficult times	4	2	4	3	4	2	3	5
Listens to my personal problems that may potentially affect my work performance	4	3	3	3	4	2	3	5
encourages me to remain polite even when I disagree with what the guest says	4	4	3	3	4	2	3	5
Overall score:								3.41
2. Group Solidarity: at this hotel...								
I believe that my manager sees him/herself as part of a team (e.g. involvement during busy group guest check-in).	4	2	4	3	4	3	4	4
my manager usually consults with me for ideas that may improve how work is to be done.	4	4	4	3	4	3	4	5
my co-workers value teamwork above individual-personal goals.	4	3	4	3	3	3	4	5
I believe my co-workers would support me when I get a promotion.	4	3	5	3	3	3	4	5
Overall Mean score								3.69
3. Survival: at this hotel, my manager...								

helps me confront change (e.g., budget cuts, restructuring or change of top management).	4	4	4	4	4	3	3	5	3.875
treats each staff member as if he/she was a member of a family with love.	4	3	4	4	3	3	3	5	3.625
I do helpful things as part of a team in order to stay focus (e.g. helping during unexpected group arrivals/cleaning of rooms).	4	2	4	4	4	3	3	5	3.625
My co-workers help me to achieve a difficult work goal during difficult time.	4	4	3	4	4	3	3	5	3.75
Overall Mean score:									3.72
4. Respect & Dignity: at this hotel, my manager...									
has an influence over my behaviour towards work.	4	4	4	2	3	3	3	5	3.5
I feel close to colleagues who treat me with utmost respect and dignity.	4	4	4	4	4	3	4	5	4
deadlines are met because team-members value the contribution of each employee no matter what their national - cultural background is.	4	2	3	4	3	3	4	5	3.5
expects me to respect his/her decisions without asking questions.	4	4	3	4	3	3	3	5	3.625
Overall score:									3.66

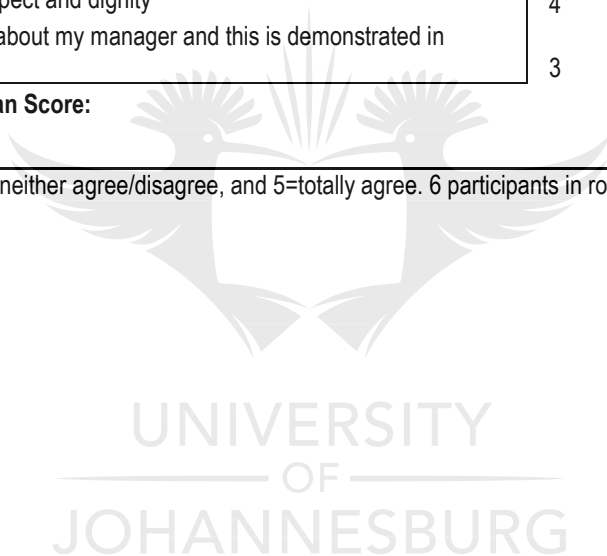
Note: individual participant ratings: 1=totally disagree, 3=neither agree/disagree, and 5=totally agree. 8 participants in round 1 (100% response rate)

Appendix O: Result of Delphi study round 2 (average scores)

Delphi Feedback Round 2 (Evaluation of revised survey questionnaire 2)							
	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5	Participant 6	Mean scores
1. Compassion: at this hotel, my manager ..							
is not busy to talk with me when I need him/her	4	3	4	2	4	2	4.75
is usually present (physical & emotional) to share my pain even during difficult times	4	2	4	4	4	2	5.00
Listens to my personal problems that may potentially affect my work performance	4	3	4	2	4	2	4.75
cares about me and this is demonstrated by his/her encouragements to remain polite even if I do not agree with what the guest is saying.	4	4	4	4	4	2	5.50
Overall Mean score:							5.00
2. Group Solidarity: at this hotel...							
I believe that my manager sees him/herself as part of a team (e.g. involvement during busy group guest check-in).	4	2	4	4	4	3	5.25
my manager usually consults with me for ideas that may improve how work is to be done.	3	4	4	3	4	3	5.25
my manager has my back and will support me achieve my goals	4	3	4	4	3	3	5.25
deadlines are met because team members value the contribution of each employee no matter what the nationality/culture background	3	3	4	4	3	3	5
Overall Mean score:							5.19
3. Survival: at this hotel, my manager...							
helps me confront change (e.g., budget cuts, restructuring or change of top management).	3	4	4	5	4	3	5.75

has influence over my behaviour towards work	4	3	4	3	3	3	5
I do helpful things in order to help my co-workers stay focused.	4	2	4	5	4	3	5.5
My co-workers help me to achieve a difficult work goal during difficult time.	4	4	4	4	4	3	5.75
Overall Mean score:							5.5
4. Respect & Dignity: at this hotel ...							
my manager treat each staff member as if he/she was a member of a family with love	3	4	4	5	3	3	5.5
my manager always greets me whenever he/she seem me	4	4	4	5	4	3	6
I feel close to colleagues who treats me with utmost respect and dignity	4	2	4	4	3	3	5
I feel a genuine authenticity/realness/honesty/integrity about my manager and this is demonstrated in his/her interaction with me and the guests alike.	3	4	4	3	3	3	5
Overall Mean Score:							5.38

Note: individual participant ratings: 1=totally disagree, 3=neither agree/disagree, and 5=totally agree. 6 participants in round 2 (75% response rate)



Appendix P: Results of Delphi study round 3 (average scores)

Delphi Feedback Round 3 (Revised survey questionnaire)						
	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5	Mean scores
1. Compassion: at this hotel, my manager ..						
is usually present (emotionally connected) to share my pain during difficult times.	4	2	4	3	3	3.2
is usually available (physically) to suffer with me during difficult times.	4	1	4	3	3	3
encourages me to remain polite even when I disagree with what the guest says.	4	4	5	3	4	4
cares about me and this is demonstrated by his/her encouragements to remain polite even if I do not agree with what the guest is saying.	4	1	5	3	3	3.2
.... I feel happy when I see my manager notices that I have personal problems that may potentially affect my work performance.	4	4	4	4	4	4
....I feel a genuine authenticity/realness /honesty about my manager and this is demonstrated in his/her empathetic interactions with me and guests alike.	4	2	4	3	4	3.3
Overall mean score:						3.5
2. Survival: at this hotel, my manager...						
.... I believe each employee should be willing to share (the little) they have with others as a way of brotherly care.	4	4	4	4	4	4
.....it is common practice for employees to sacrifice their time for the good of other team members.	4	2	4	2	4	3.2
... I feel that sharing my difficulties (grief) with other colleagues makes me strong.	4	3	5	2	3	3.4
...my manager share his/her burden during hard times (e.g., budget cuts, salary pay cuts, restructuring or change of top management) as part of a team.	4	4	4	3	2	3.4
Overall Mean score:						3.5
3. Respect & Dignity: at this hotel, my manager...						

... I feel that my manager treat me with utmost respect and dignity.	4	2	4	3	3	3.2
.... my managers greet me whenever he/she sees me.	4	5	4	5	4	4.4
.... my manager expects me to respect his/her decisions without asking questions.	2	3	3	2	3	2.6
.... my manager treats each staff member as if he/she was a member of a family with love.	3	3	4	4	4	3.5
Overall Mean score:						3.4
4. Group Solidarity: at this hotel...						
.....I have a genuine backing (support) of my co-workers, such that they are willing to help me when I need it.	4	2	4	3	4	3.4
..... I actively contribute to work goals that benefit a wider group particularly, where they are worse-off than me.	4	4	4	4	4	4
.....I generally do trust my co-workers in matters of landing or extending a helping hand.	4	3	4	4	4	3.8
....I have to be alert or else someone is likely to take advantage of me.	2	4	4	3	4	3.4
....I do helpful things that will benefit me and the colleagues I know.	4	4	4	4	4	4
..... when something unfortunate happens to me (e.g. loss of family member), my co-workers get together to help me out.	4	2	4	3	4	3.4
Overall Mean score:						3.7
5. Collectivism: at this hotel ..						
.... I see myself as part of a diverse work team rather than as individual from a different cultural background or nationality.	4	3	4	5	4	4
....I feel that all employees should stick together as a family no matter what sacrifices are required.	4	4	5	4	4	4.2
...I feel it is my duty to take care of my co-workers, even if I have to sacrifice what I want.	4	3	5	2	4	3.6
... being a valuable team player is very important to me than my personal identity.	4	4	4	4	4	4
...the wellbeing of my co-workers is important to me.	4	5	4	5	4	4.4
...It is important to me that I respect the decisions (e.g. how to serve the customer) made by my co-workers.	4	5	4	4	4	4.2
Overall Mean score:						4.1

Note: individual participant ratings: 1=totally disagree, 3=neither agree/disagree, and 5=totally agree. 5 participants for round 3 (62.5% response rate)

Appendix Q: Frequency distribution - demographic profiles

Age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30 years and younger	68	32.1	32.2	32.2
	31 years to 40	85	40.1	40.3	72.5
	41 years to 50	38	17.9	18.0	90.5
	51 years to 60	19	9.0	9.0	99.5
	61 years and older	1	0.5	0.5	100.0
	Total	211	99.5	100.0	
Missing	-1	1	0.5		
Total		212	100.0		

Provinces (hotel locations) of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Eastern Cape	13	6.1	6.1	6.1
	Free State	10	4.7	4.7	10.8
	Gauteng Province	63	29.7	29.7	40.6
	Kwazulu Natal Province	19	9.0	9.0	49.5
	Limpopo Province	11	5.2	5.2	54.7
	Mpumalanga Province	30	14.2	14.2	68.9
	Northwest Province	19	9.0	9.0	77.8
	Northern Cape Province	6	2.8	2.8	80.7
	Western Cape Province	41	19.3	19.3	100.0
	Total	212	100.0	100.0	

Respondents' ethnicity (historical background)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Black	107	50.5	50.7	50.7
	White	62	29.2	29.4	80.1
	Coloured	33	15.6	15.6	95.7
	Coloured Indian or Asian	9	4.2	4.3	100.0
	Total	211	99.5	100.0	
Missing	-1	1	0.5		
Total		212	100.0		

The department which the respondents worked

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Housekeeping	24	11.3	11.4	11.4
	Front desk/office	85	40.1	40.3	51.7
	Restaurant	22	10.4	10.4	62.1
	Kitchen	10	4.7	4.7	66.8
	Banqueting and conference	11	5.2	5.2	72.0
	Other	59	27.8	28.0	100.0
	Total	211	99.5	100.0	
Missing	-1	1	0.5		
Total		212	100.0		

Respondent's highest educational qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Grade 11 or lower (Std 9 or lower)	20	9.4	9.5	9.5
	Grade 12 (Matric, Std 10)	45	21.2	21.3	30.8
	Post-Matric Diploma or Certificate	128	60.4	60.7	91.5
	Baccalaureate Degree (s)	14	6.6	6.6	98.1
	Post-Graduate Degree (s)	4	1.9	1.9	100.0
	Total	211	99.5	100.0	
Missing	-1	1	0.5		
Total		212	100.0		

Respondent's marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	107	50.5	50.7	50.7
	Married with no children	14	6.6	6.6	57.3
	Married with children	67	31.6	31.8	89.1
	Divorced	9	4.2	4.3	93.4
	Widow/Widower	4	1.9	1.9	95.3
	Living together/co-habitant	10	4.7	4.7	100.0
	Total	211	99.5	100.0	
Missing	-1	1	0.5		
Total		212	100.0		

Respondent's Nationality/citizenship

	Frequency	Percent	Valid Percent	Cumulative Percent
--	-----------	---------	---------------	--------------------

Valid	South African	203	95.8	96.2	96.2
	Non-South African	8	3.8	3.8	100.0
	Total	211	99.5	100.0	
Missing	-1	1	0.5		
Total		212	100.0		

Respondents' length of employment (total number of years) worked in the hotel industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year.	4	1.9	1.9	1.9
	1 to 2 years.	18	8.5	8.5	10.4
	2 to 5 years.	35	16.5	16.6	27.0
	5 to 10 years.	56	26.4	26.5	53.6
	10 years to 15 years.	40	18.9	19.0	72.5
	15 to 20 years	30	14.2	14.2	86.7
	More than 20 years	28	13.2	13.3	100.0
	Total	211	99.5	100.0	
Missing	-1	1	0.5		
Total		212	100.0		

Respondents' length of work in the current hotel (employer)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year.	34	16.0	16.1	16.1
	1 to 2 years.	40	18.9	19.0	35.1
	2 to 5 years.	57	26.9	27.0	62.1
	5 to 10 years.	43	20.3	20.4	82.5
	10 years to 15 years.	14	6.6	6.6	89.1
	15 to 20 years	11	5.2	5.2	94.3
	More than 20 years	12	5.7	5.7	100.0
	Total	211	99.5	100.0	
Missing	-1	1	0.5		
Total		212	100.0		

Appendix R: Descriptive statistics, scale measures, mean, standard deviation (SD) and statistical reliabilities

Human resource management practices scales (N=211)

Human resource management practices variables (Scale 1)	M	Std. Dev	N	Cronbach Alpha if Item Deleted
S1.1 Employment tests are always used for recruiting new employees.	3.44	1.512	211	.908
S1.2. Selection of a candidates is strictly based on his/her merit	3.70	1.223	211	.904
S1.3. Potential employees with the right skills are selected fairly without discrimination.	4.11	1.147	211	.903
S1.4. The right person is placed in the right job.	4.04	1.030	211	.901
S1.5 I receive continued training to provide good service.	4.19	0.939	211	.903
S1.6 I receive extensive customer service training before they come to contact with customers.	3.91	0.986	211	.902
S1.7 I am trained to deal with customer complaints.	4.11	1.012	211	.901
S1.8 I receive training on how to deal with complaining customers.	4.03	1.021	211	.900
S1.9 If I improve the level of service I offer to the customer, I will be rewarded.	3.36	1.303	211	.896
S1.10 The rewards I get are based on customer evaluation of service.	3.27	1.306	211	.897
S1.11 I am rewarded for dealing effectively with customer problems.	3.11	1.251	211	.895
S1.12 I am rewarded for satisfying complaining customers	3.09	1.302	211	.897
S1.13 I see a future for myself at this hotel.	3.70	1.299	211	.897
S1.14 My supervisor helps me (during performance reviews) to plan my career.	3.50	1.361	211	.904
S1. 15 If I decide to quit, my supervisor would try to stop me.	3.39	1.353	211	.902
S1.16 It is very rare for a person to get fired from this hotel without a good reason.	4.12	1.259	211	.908
Reliability Statistics, Cronbach Alpha = .910, N of Items = 16 Valid cases 211 = (99.5%), Excluded cases = 1(0.5%), Total = 212 Scale: 1(strongly disagree); 2(disagree); 3(Neutral); 4(agree); 5(Strongly agree)				

Work-to-family role conflicts: Work interface with family scale (N=212)

Work inference variables with family (Scale 2)	Mean	Std. Dev	N	Cronbach Alpha if Item Deleted
S2.1 The demands of my work interfere with my family life.	2.83	1.270	212	.867
S2.2 The amount of time my job takes up makes it difficult to fulfil family roles.	2.70	1.247	212	.856
S2.3 Things I want to do at home do not get done because of the demands my job puts on me.	2.59	1.203	212	.860
S2.4 Due to work-related duties, I have to make changes to my plans for family roles.	3.05	1.294	212	.873
Reliability Statistics, Cronbach Alpha = .914, N of Items = 4 Valid cases = 212 (100%), Excluded cases = 0(0.0%), Total = 212 Scale: 1(strongly disagree); 2(disagree); 3(Neutral); 4(agree); 5(Strongly agree)				
Family interference variables with work (N=212)				
S2.5 The demands of my family members interfere with work-related roles.	2.26	1.065	212	.866
S2.6 Things I want to do at work do not get done because of the demands of my family roles.	1.88	0.941	212	.874
S2.7 I have to put off doing things at work because of demands on my time at home.	1.81	0.888	212	.878
S2.8 My home life interferes with my responsibilities at work (getting to work on time, accomplishing daily tasks, and working overtime).	1.90	1.042	212	.898
Reliability Statistics, Cronbach Alpha = .844, N of Items = 4 Valid cases = 212 (100%), Excluded cases = 0(0.0%), Total = 212 Scale: 1(strongly disagree); 2(disagree); 3(Neutral); 4(agree); 5(Strongly agree)				

Perceived organisational/supervisor support scale (N=212)

Organisational support/supervisor support variables (Scale 3)	Mean	Std. Dev	N	Cronbach Alpha if Item Deleted
S3.1 My supervisor considers my goals and values.	3.73	1.109	212	.895
S3.2 Help is available from my supervisor when I have a problem.	4.13	0.943	212	.897

S3.3 My supervisor really cares about my well-being.	3.93	1.062	212	.881
S3.4 My supervisor cares about my opinions.	3.87	1.085	212	.879
Reliability Statistics, Cronbach Alpha = .915, N of Items = 4 Valid cases = 212 (100%), Excluded cases = 0(0.0%), Total = 212 Scale: 1(strongly disagree); 2(disagree); 3(Neutral); 4(agree); 5(Strongly agree)				

Job satisfaction scale (N=210)

Job Satisfaction variables (Scale 4)	Mean	Std. Dev	N	Cronbach Alpha if Item Deleted
S4.1 How does the amount of attention for your opinions that you currently receive compare to what you think it should be?	3.33	0.985	210	.897
S4.2 How does the amount attention paid to your suggestions you make compared to what it should be?	3.37	0.975	210	.893
S4.3 How satisfied are you with the way employee complaints are handled currently compare to what you think it should be?	3.26	1.137	210	.894
S4.4 How does the amount the feedback you get about how well you do your job currently compared to what you think it should be?	3.32	1.210	210	.891
S4.5 How does the amount of recognition you get for your work currently compare to what you think it should be?	3.33	1.175	210	.889
S4.6 How satisfied are you with the way your co-workers pitch and help one another compared to what you think it should be?	3.35	1.062	210	.900
S4.7 How does the amount of teamwork between co-workers and other colleagues currently compare to what you think it should be?	3.28	1.049	210	.902
S4.8 How does the amount of information you get to do your job currently compare to what you think it should be?	3.56	0.973	210	.892
S4.9 How satisfied are you with the equipment (supplies or tools) you use on the job currently compared to what you think it should be?	3.53	1.085	210	.904
Reliability Statistics, Cronbach Alpha = .907, N of Items = 9 Valid cases = 210 (99.1%), Excluded cases = 2(0.9%), Total = 212 Scale: 1(Not at all Satisfying); 2(Slightly Satisfying); 3(Moderately Satisfying); 4(Very Satisfying); 5(Extremely Satisfying)				

Organisational commitment scale (N=212)

Organisational commitment variables (Scale 5)	Mean	Std. Dev	N	Cronbach Alpha if Item Deleted
S5.1 This hotel has personal meaning for me.	3.79	1.056	212	.874
S5.2 I am part of family at this hotel.	3.94	1.017	212	.875
S5.3 Knowing that my own work had made a contribution to this hotel pleases me.	4.21	0.901	212	.885
S5.4 I feel as if the problems of this hotel are my own.	3.74	1.137	212	.881
S5.5 Leaving would require personal sacrifice for me.(Another hotel may not match the overall benefits I have here).	3.60	1.225	212	.873
S5.6 I worry about what might happen if something was to happen to this hotel.	3.79	1.087	212	.879
S5.7 It would be very hard for me to leave this hotel, even if I wanted to.	3.41	1.241	212	.867
S5.8 I feel I have no job options to consider if I was to leave.	2.76	1.317	212	.883
S5.9 I believe in the value of remaining loyal to one hotel	3.71	1.118	212	.874
S5.10 Even If I got a better job offer elsewhere, I would not feel it was right to leave my hotel.	2.85	1.314	212	.869
S5.11 I believe that a person must always be loyal to his or her hotel.	3.86	1.046	212	.875
S5.12 Things were better in the days when people stayed with one hotel for most of their careers	2.96	1.300	212	.878
Reliability Statistics, Cronbach Alpha = .886, N of Items = 12 Valid cases = 212 (100%), Excluded cases = 0(0.0%), Total = 212 Scale: 1(strongly disagree); 2(disagree); 3(Neutral); 4(agree); 5(Strongly agree)				

Ubuntu multidimensional scale (N=211)

Ubuntu style of management variables (N=211)	Mean	Std. Dev	N	Cronbach Alpha if Item Deleted
S6.1 My manager is usually present (emotionally) to share my pain during difficult times.	3.67	1.176	211	.925
S6.2 My manager is usually available (physically) to suffer with me during difficult times.	3.39	1.200	211	.925

S6.3 My manager encourages me to remain polite even when I disagree with what the guest says.	4.19	0.794	211	.927
S6.4 My manager responds selflessly to free me from suffering when I am under pressure (e.g. manager involvement during busy group guest check-in).	3.89	1.058	211	.925
S6.5 I feel happy when I see my manager notices that I have personal problems that may potentially affect my work performance.	3.78	0.962	211	.925
S6.6 I feel a genuine authenticity/realness /honesty about my manager and this is demonstrated in his/her empathetic interactions with me and guests alike.	3.86	1.009	211	.924
S6.7 I believe each employee should be willing to share (the little) they have with others as a way of brotherly care.	3.92	0.999	211	.926
S6.8 It is common practice for employees to sacrifice their time for the good of other team members.	3.86	0.969	211	.926
S6.9 I feel that sharing my difficulties (grief) with other colleagues makes me strong.	3.49	1.152	211	.928
S6.10 My manager share his/her burden during hard times (e.g., budget cuts, salary pay cuts, restructuring or change of top management) as part of a team.	3.34	1.209	211	.929
S6.11 I feel that my manager treats me with utmost respect and dignity.	4.11	1.015	211	.925
S6.12 My manager greets me whenever he/she sees me.	4.32	0.873	211	.926
S6.13 My manager expects me to respect his/her decisions.	4.37	0.753	211	.926
S6.14 My manager treats each staff member as if he/she was a member of a family.	3.87	1.155	211	.923
S6.15 I have a genuine backing (support) of my co-workers, such that they are willing to help me when I need it.	3.89	0.944	211	.925
S6.16 I actively contribute to work goals that benefit a wider group particularly, where they are worse-off than me.	4.03	0.789	211	.925
S6.17 I generally do trust my co-workers in matters of landing or extending a helping hand.	3.88	0.875	211	.925

S6.18 I have to be alert or else someone is likely to take advantage of me.	3.51	1.114	211	.932
S6.19 I do helpful things that will benefit me and the colleagues I know.	4.10	0.899	211	.928
S6.20 When something unfortunate happens to me (e.g. loss of family member), my co-workers get together to help me out.	3.91	1.001	211	.925
S6.21 I see myself as part of a diverse work team rather than as individual from a different cultural background or nationality.	4.16	0.880	211	.925
S6.22 I feel that all employees should stick together as a family no matter what sacrifices are required.	4.10	0.892	211	.926
S6.23 I feel it is my duty to take care of my co-workers, even if I have to sacrifice what I want.	3.93	0.926	211	.925
S6.24 Being a valuable team player is very important to me than my personal identity.	4.10	0.853	211	.927
S6.25 The wellbeing of my co-workers is important to me.	4.25	0.703	211	.926
S6.26 It is important to me that I respect the decisions (e.g. how to serve the customer) made by my co-workers.	4.16	0.776	211	.926
Reliability Statistics, Cronbach Alpha = .931, N of Items = 26 Valid cases = 211 (99.5%), Excluded cases = 1(0.5%), Total = 212 Scale: 1(strongly disagree); 2(disagree); 3(Neutral); 4(agree); 5(Strongly agree)				

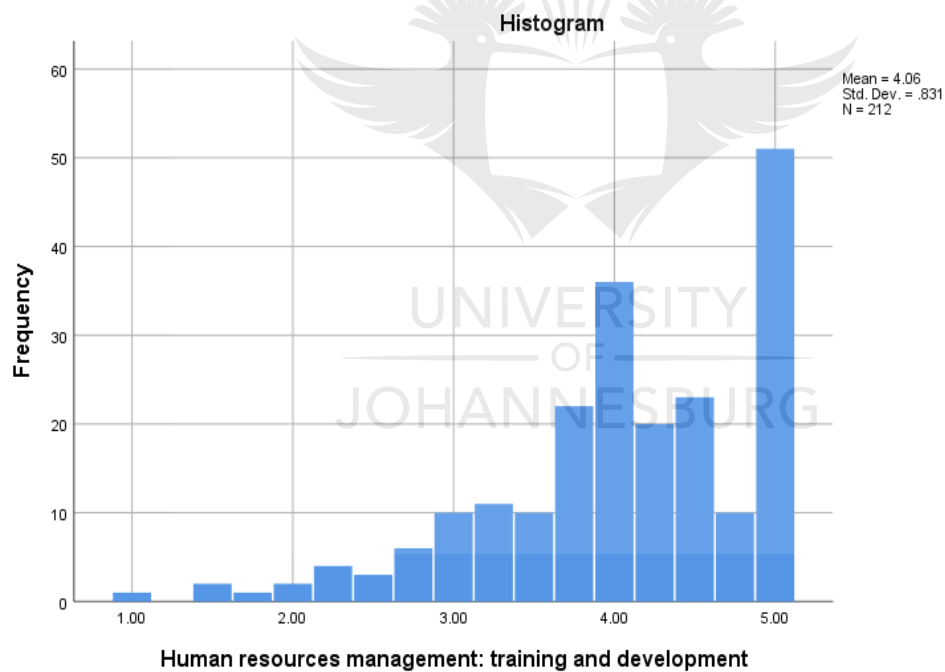
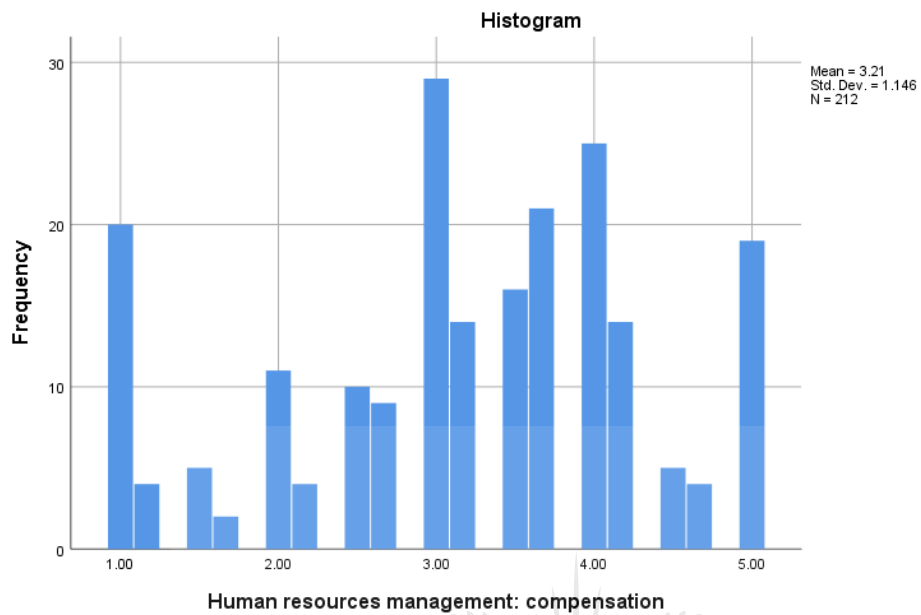
Internal service and service quality performance scale (N=208)

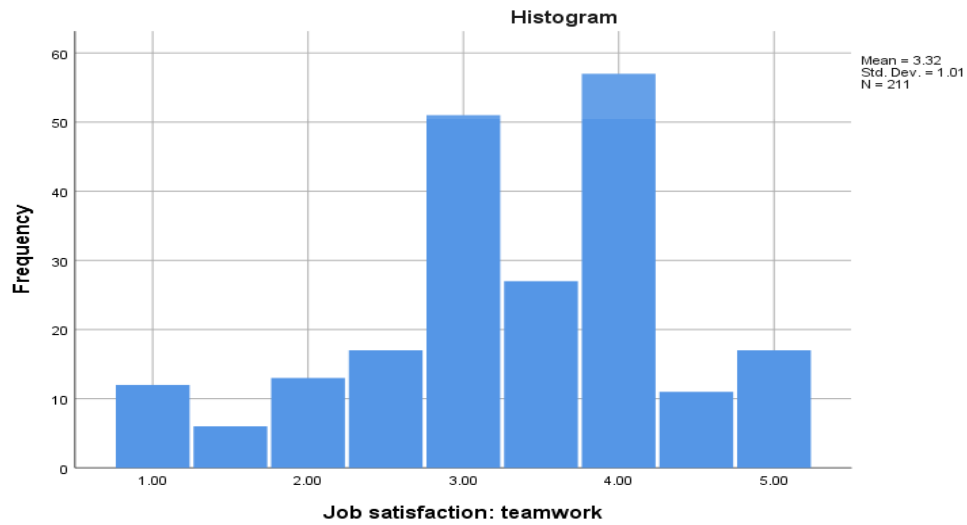
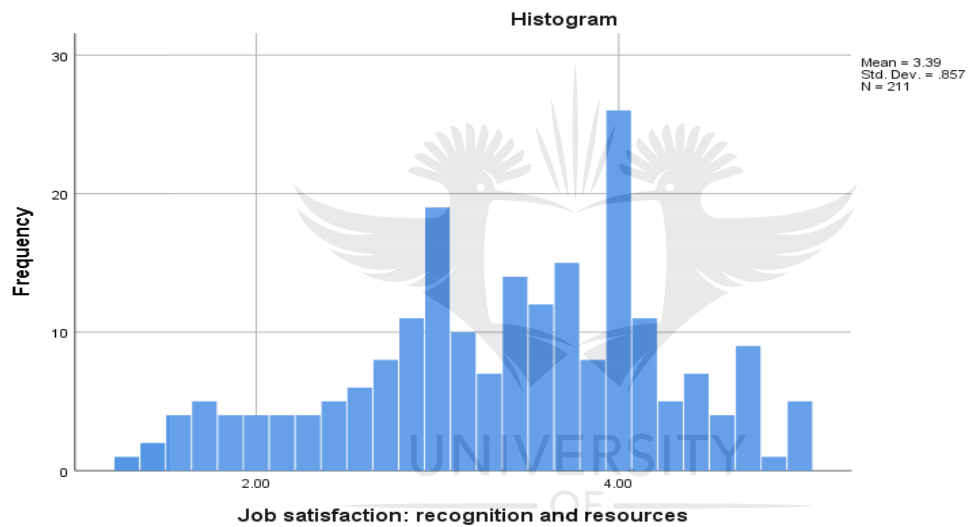
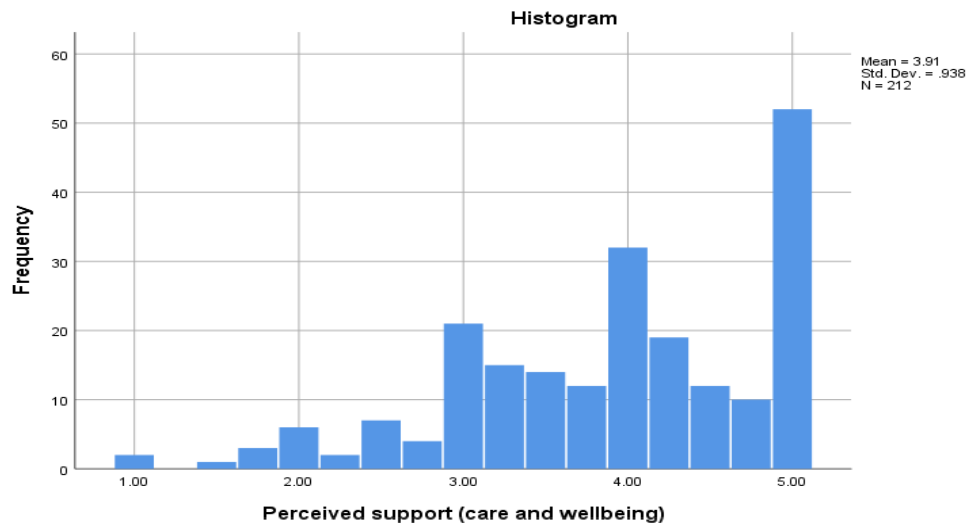
Internal Service Quality and Service quality performance variables (Scale 7)	Mean	Std. Dev	N	Cronbach Alpha if Item Deleted
S7.1 My departmental co-workers go out of the way to help other departments excel in providing a service.	3.79	0.993	208	.844
S7.2 My department is committed providing service to other departments.	4.03	0.748	208	.822
S7.3 Other departments e.g. housekeeping, maintenance, room service) are genuinely committed to first-class service.	3.95	0.864	208	.840
S7.4 Other departments (e.g. housekeeping, maintenance, room service) I liaise with follow through on their commitments towards my department.	3.93	0.831	208	.835

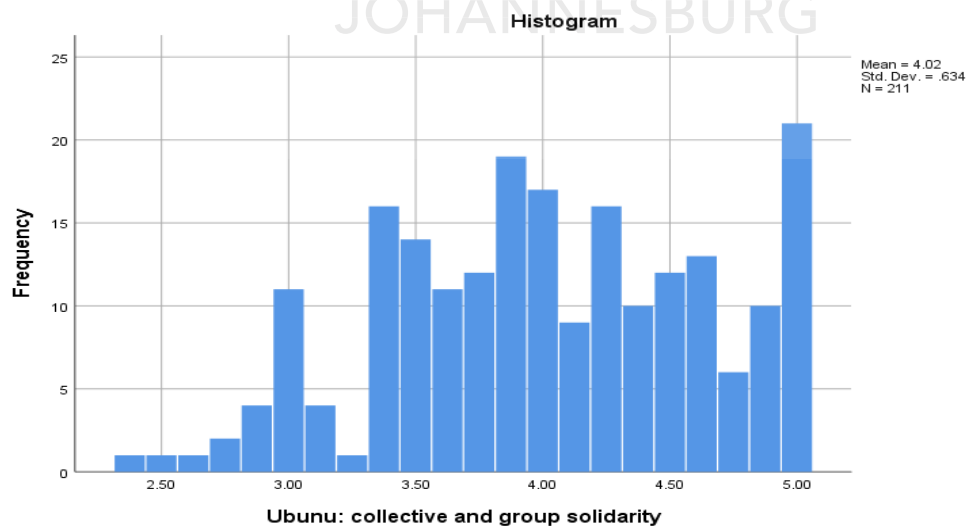
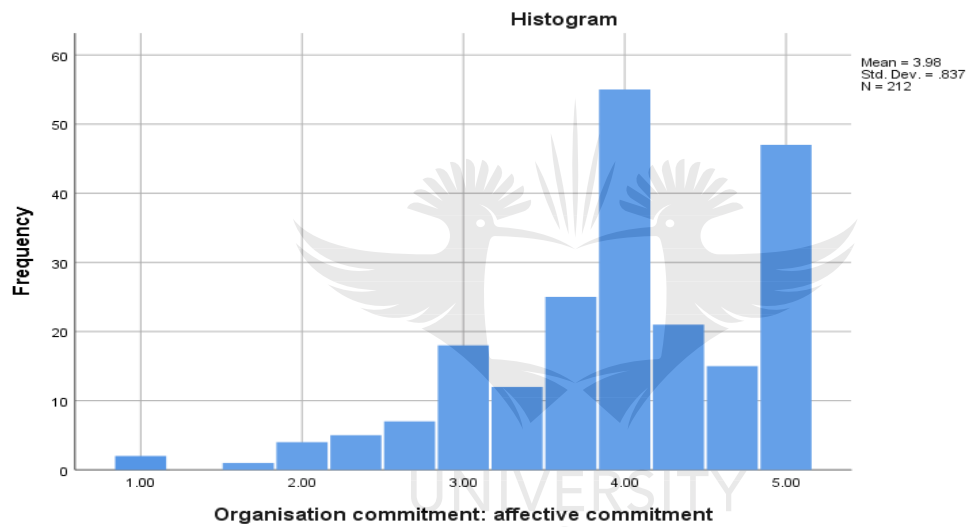
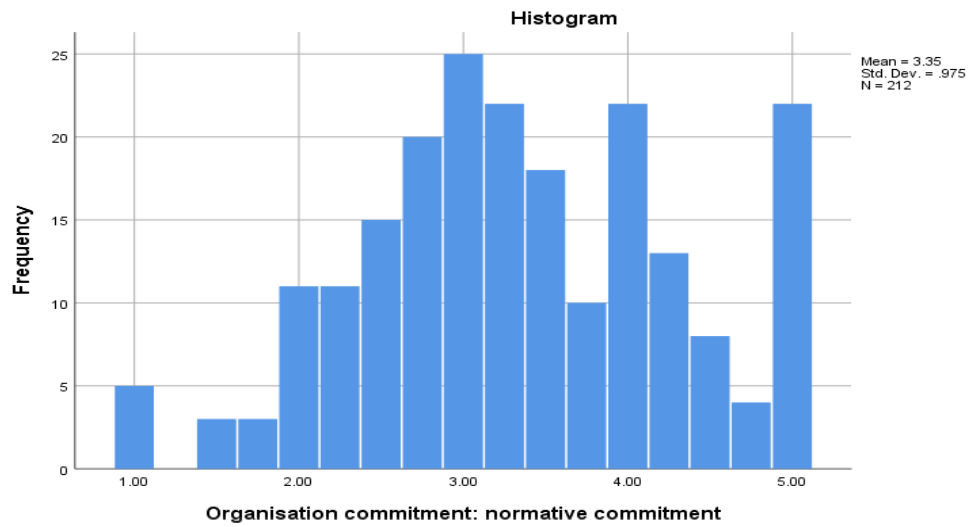
S7.5 Considering all the things I do, I handle dissatisfied customers well.	4.30	0.714	208	.821
S7.6 I do not mind dealing with complaining customers	4.18	0.825	208	.815
S7.7 No customer I have dealt with leaves with problems unresolved.	4.03	0.932	208	.818
S7.8 Satisfying complaining customers is a great thing to me.	4.29	0.864	208	.820
S7.9 Complaining customers I have dealt with in the past are among today's most loyal customers.	4.20	0.844	208	.810
<p align="center">Reliability Statistics, Cronbach Alpha = .846, N of Items = 9</p> <p align="center">Valid cases = 208 (98.1%), Excluded cases = 4(1.9%), Total = 212</p> <p align="center">Scale: 1(strongly disagree); 2(disagree); 3(Neutral); 4(agree); 5(Strongly agree)</p>				

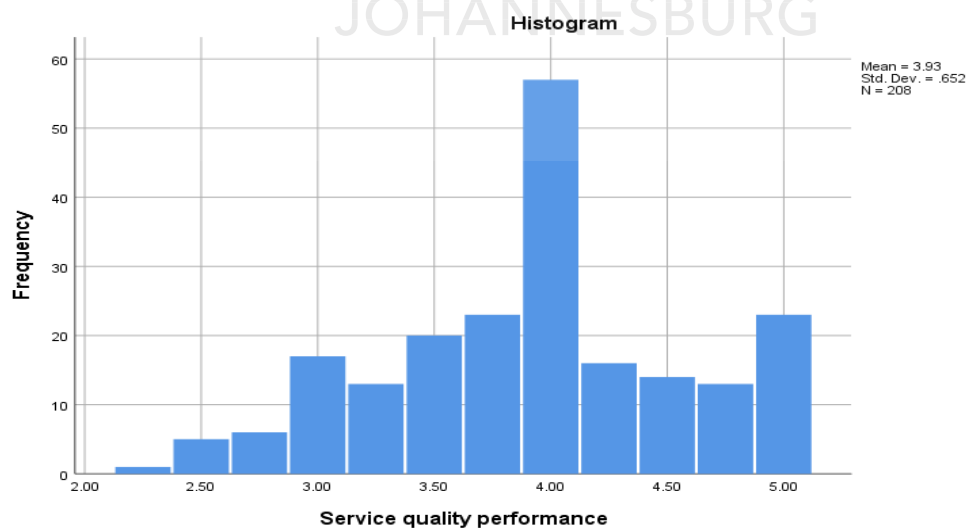
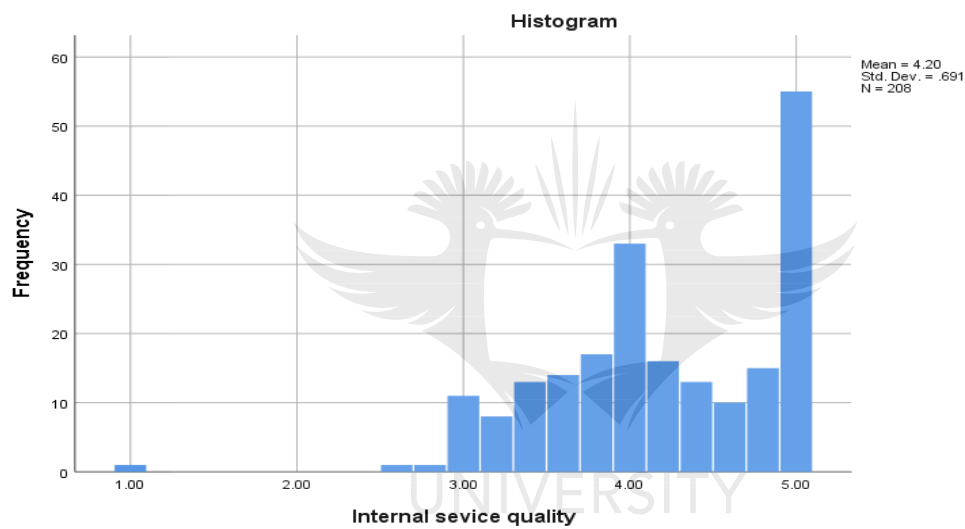
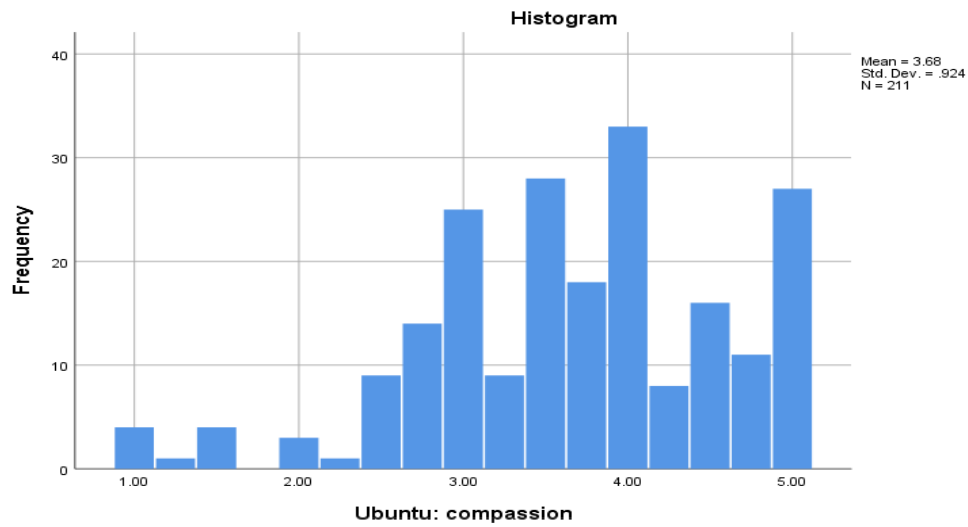


Appendix S: Example of Histogram showing normal distribution

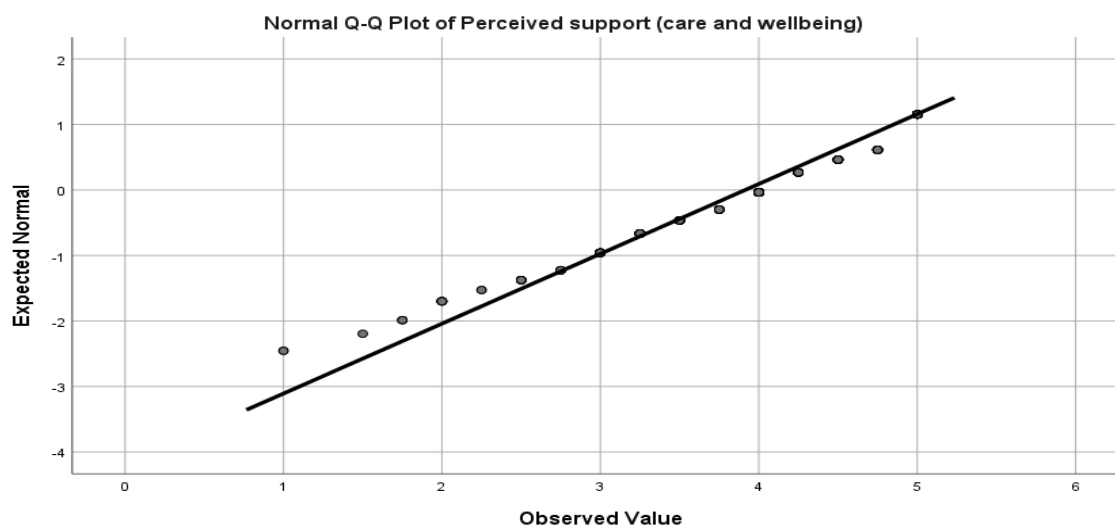
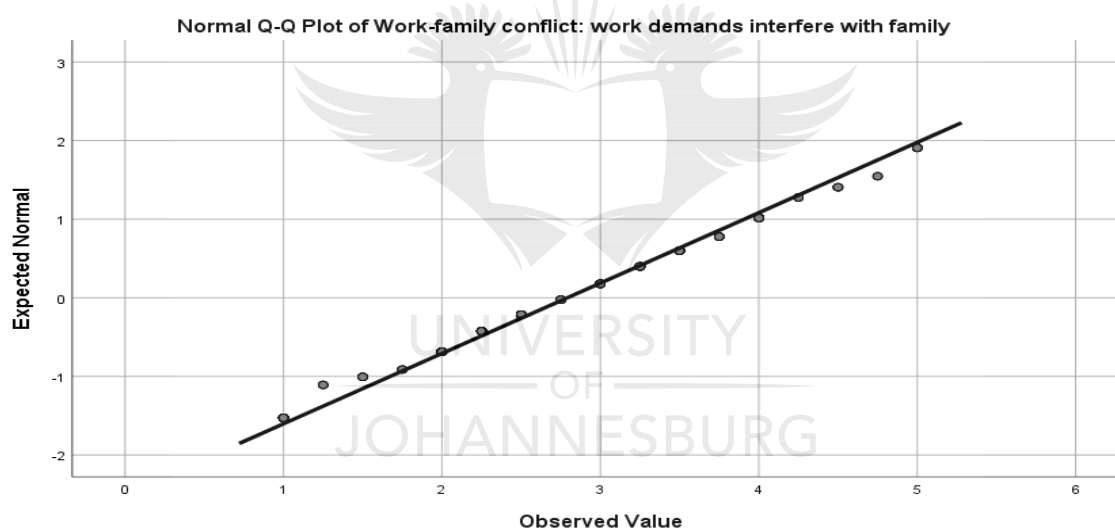
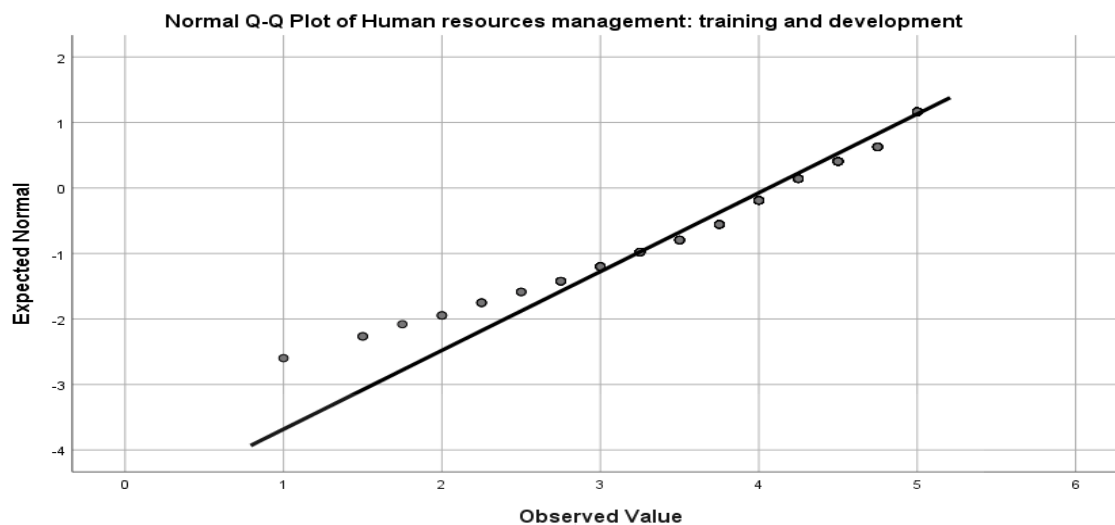


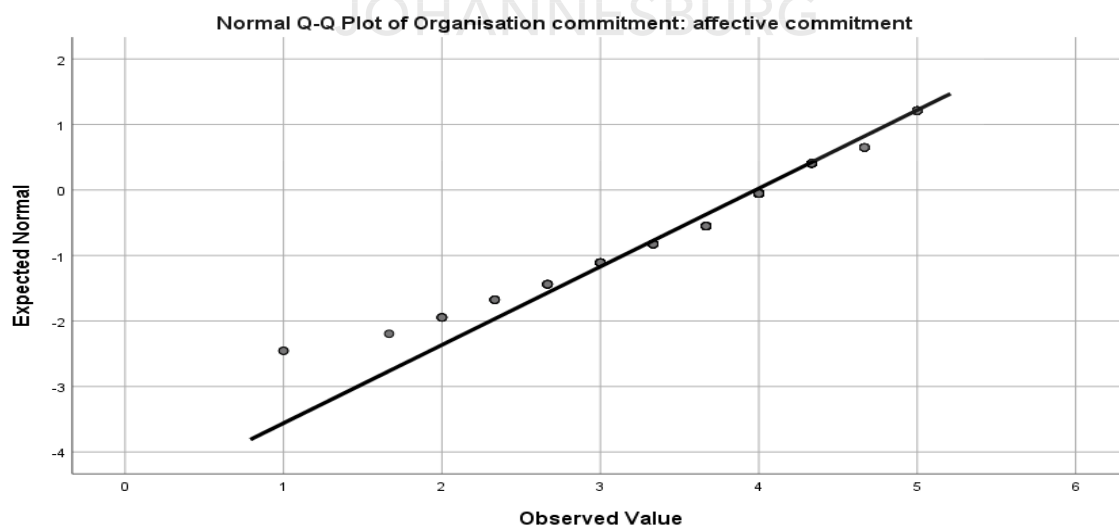
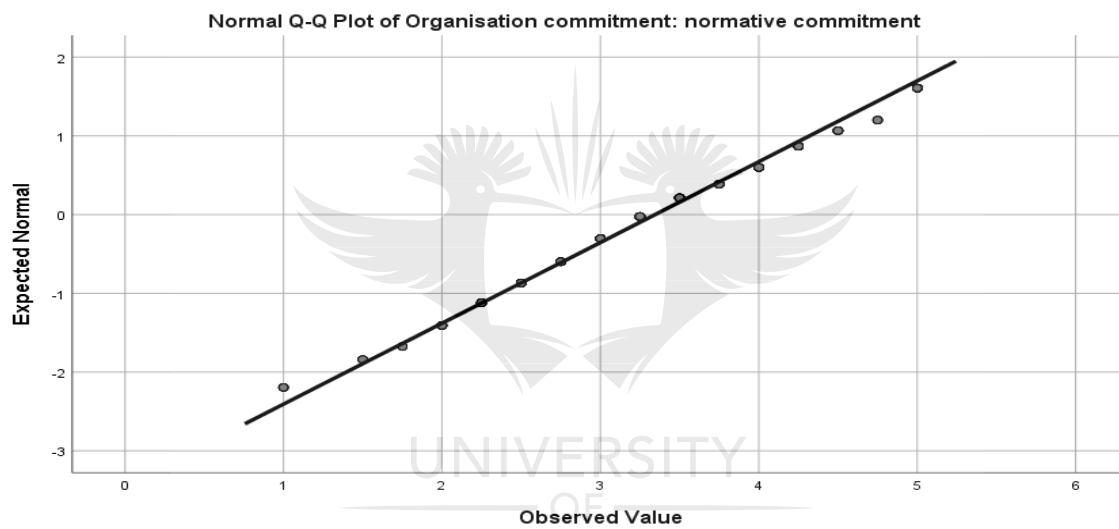


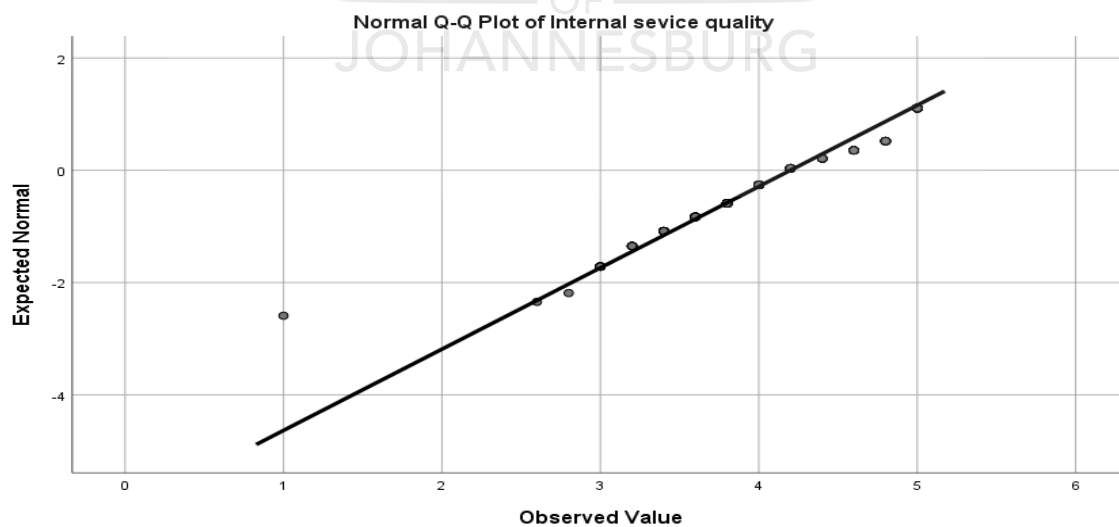
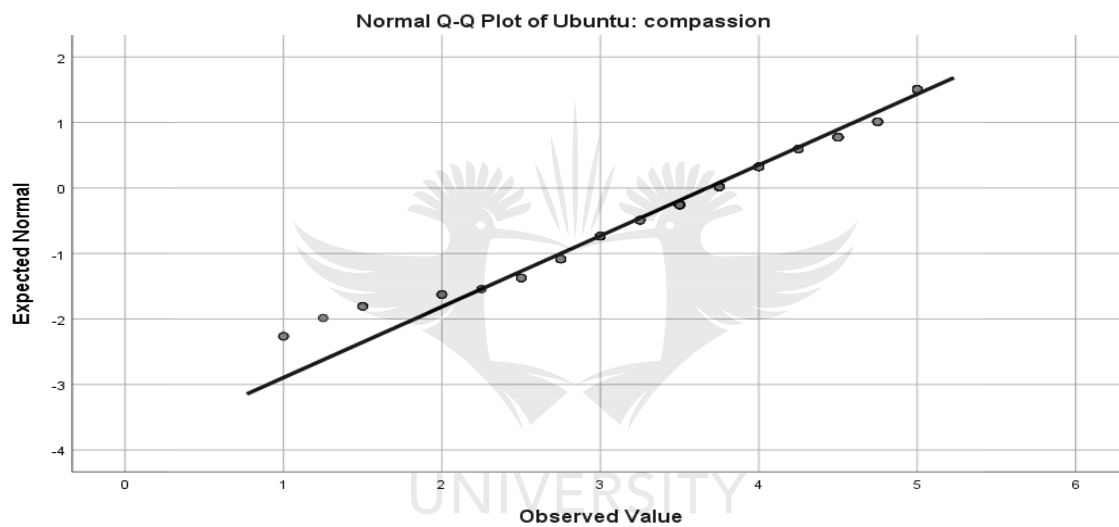
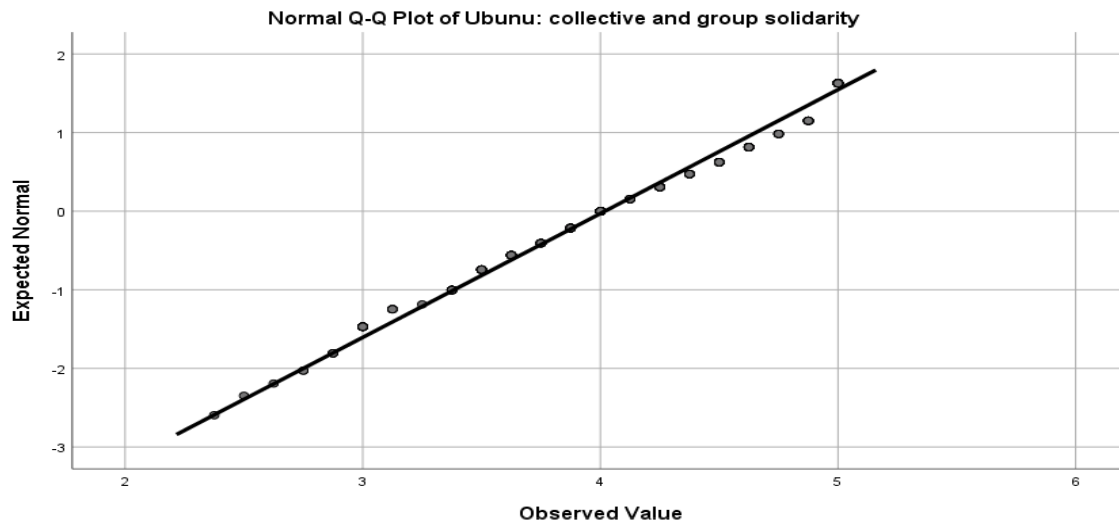


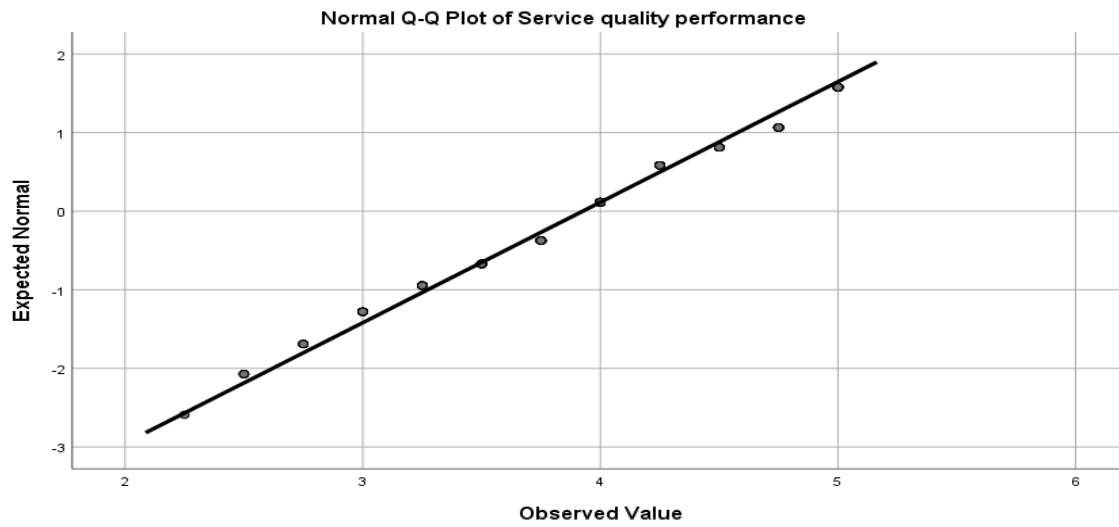


Appendix T: Examples of normal probability (stem & leaf) plots for the study variables









Appendix U: EQS selected parameter estimates for a hypothesised model

MEASUREMENT EQUATIONS WITH STANDARD ERRORS AND TEST STATISTICS
STATISTICS SIGNIFICANT AT THE 5% LEVEL ARE MARKED WITH @. (ROBUST
STATISTICS IN PARENTHESES)

$$V1 = 1.000 F1 + 1.000 E1$$

$$V2 = .999 * F1 + 1.000 E2$$

.054
18.419@
(.043)
(23.003@)

$$V3 = .945 * F1 + 1.000 E3$$

.061
15.498@
(.052)
(18.016@)

$$V4 = .887 * F1 + 1.000 E4$$

.064
13.804@
(.061)
(14.422@)

$$V5 = 1.000 F2 + 1.000 E5$$

$$V6 = .983 * F2 + 1.000 E6$$

.050
19.591@
(.051)
(19.323@)

$$V7 = .730 * F2 + 1.000 E7$$

.060
12.166@
(.071)
(10.249@)

$$V8 = .535 * F2 + 1.000 E8$$

.064
8.369@
(.081)
(6.624@)

$$V10 = 1.087 * F3 + 1.000 E10$$

.191
5.690@
(.000)
(1.0E+38@)

$$V11 = .989 * F3 + 1.000 E11$$

.207
4.769@



(.128)
(7.728@)

V13 = .971*F4 + 1.000 E13
.057
16.970@
(.059)
(16.409@)

V14 = .985*F4 + 1.000 E14
.061
16.106@
(.058)
(17.057@)

V15 = .813*F4 + 1.000 E15
.053
15.271@
(.074)
(10.995@)

V16 = 1.000 F5 + 1.000 E16

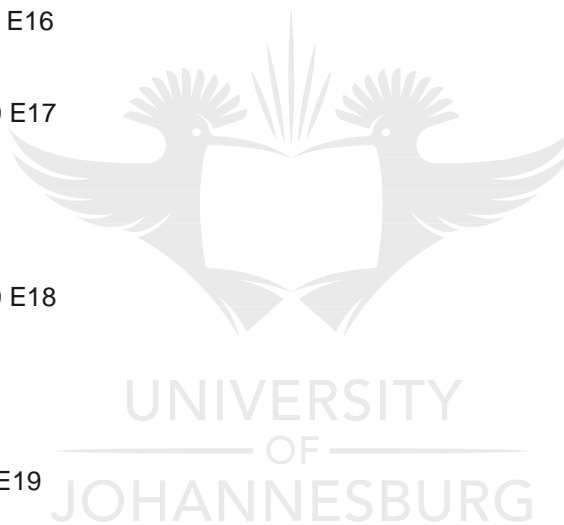
V17 = 1.000*F5 + 1.000 E17
.107
9.366@
(.103)
(9.685@)

V18 = 1.115*F5 + 1.000 E18
.108
10.342@
(.104)
(10.766@)

V19 = .934*F5 + 1.000 E19
.086
10.837@
(.079)
(11.839@)

V21 = 1.025*F6 + 1.000 E21
.083
12.317@
(.126)
(8.139@)

V22 = .623*F6 + 1.000 E22
.073
8.578@
(.108)
(5.755@)



VARIANCES OF INDEPENDENT VARIABLES

STATISTICS SIGNIFICANT AT THE 5% LEVEL ARE MARKED WITH @.

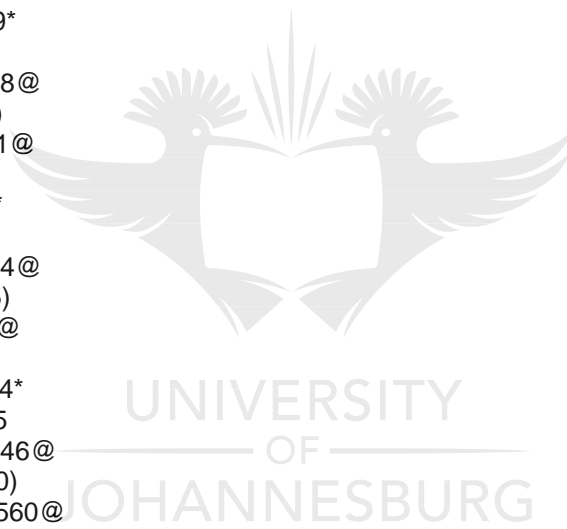
Variances of Independent variables

Covariances among

F				F			
---				---			
F1 - F1				F2 - F2			
1.272*				.615*			
.158				.090			
8.074@				6.812@			
(.123)				(.094)			
(10.349@				(6.504@			
F2 - F2				F3 - F3			
.845*				.561*			
.098				.089			
8.607@				6.267@			
(.115)				(1.0E+38@			
(7.339@				(1.0E+38@			
F3 - F3				F3 - F3			
.252*				.322*			
.069				.063			
3.631@				5.101@			
(.010)				(.060)			
(24.160@				(5.412@			

E							
E1 -HRMFR25	.404*	D4 - F4	1.194*				
	.052		11.346				
	7.700@		.105				
	(.072)		(8.785)				
	(5.578@		(.136)I				
E2 -HRMFR24	.264*	D5 - F5	5.173*				
	.041		80.072				
	6.377@I		.065				
	(.060)I		(88.578)				
	(4.414@		(.058)				
E3 -HRMFR22	.531*I	D6 - F6	.419*				
	.062I		.238				
	8.553@		1.760				
	(.077)		(.260)				
	(6.938@		(1.615)				
E4 -HRMFR23	.682*						
	.075						
	9.109@						
	(.125)						
	(5.476@						
E5 -HRMTD21	.138*						
	.030						
	4.541@						

	(.036)
	(3.815@
E6 -HRMTD20	.162*
	.031
	5.254@
	(.051)
	(3.142@
E7 -HRMTD19	.492*
	.052
	9.530@
	(.086)
	(5.720@
E8 -HRMTD18	.621*
	.062
	9.962@
	(.089)
	(6.976@
E9 -HRMRS16	1.049*
	.104
	10.118@
	(.124)
	(8.481@
E10 - V10	.751*
	.075
	10.014@
	(.095)
	(7.866@
E11 -HRMRS15	1.264*
	.125
	10.146@
	(.120)
	(10.560@
E12 -SUPC41	.267*
	.037
	7.296@
	(.047)
	(5.626@
E13 -SUPC40	.270*
	.036
	7.501@
	(.095)
	(2.837@
E14 -SUPWB38	.347*
	.043
	8.063@
	(.084)
	(4.143@
E15 -SUPWB39	.288*



	.034
	8.469@
	(.048)
	(5.940@
E16 -OCNC59	.484*
	.067
	7.258@
	(.074)
	(6.566@
E17 -OCNC62	.920*
	.106
	8.714@
	(.109)
	(8.436@
E18 -OCNC60	.774*
	.097
	7.943@
	(.104)
	(7.412@
E19 -OCNC61	.425*
	.058
	7.280@
	(.072)
	(5.877@
E20 -OCAC52	.299*
	.051
	5.890@
	(.111)
	(2.689@
E21 -OCAC51	.344*
	.055
	6.237@
	(.088)
	(3.897@
E22 -OCAC53	.525*
	.056
	9.374@
	(.082)
	(6.411@

